2016

WYOMING AIR SERVICE

Market Research

WYDOT AERONAUTICS

Cloud Peak *(cover)*
Elevation: 13,167'
Location: Northcentral Wyoming (Big Horn and Johnson Counties)

Cloud Peak, straddling the line between Big Horn County and Johnson County, is the highest peak in the Big Horn Mountains. Much of the higher ground is covered with snow until July and the northeastern slope of the peak is home to the aptly named Cloud Peak Glacier - the last active glacier in the mountain range. The first recorded ascent of Cloud Peak was in 1897.

WYDOT AERONAUTICS

GDA ENGINEERS

Mead&Hunt

The preparation of this document may have been supported, in part, through the Airport Improvement Program financial assistance from the Federal Aviation Administration as provided under Title 49 U.S.C., Section 47104. The contents do not necessarily reflect the official views or policy of the FAA. Acceptance of this report by the FAA does not in any way constitute a commitment on the part of the United States to participate in any development depicted therein nor does it indicate that the proposed development is environmentally acceptable or would have justification in accordance with appropriate public laws.

Wyoming Air Service Market Research

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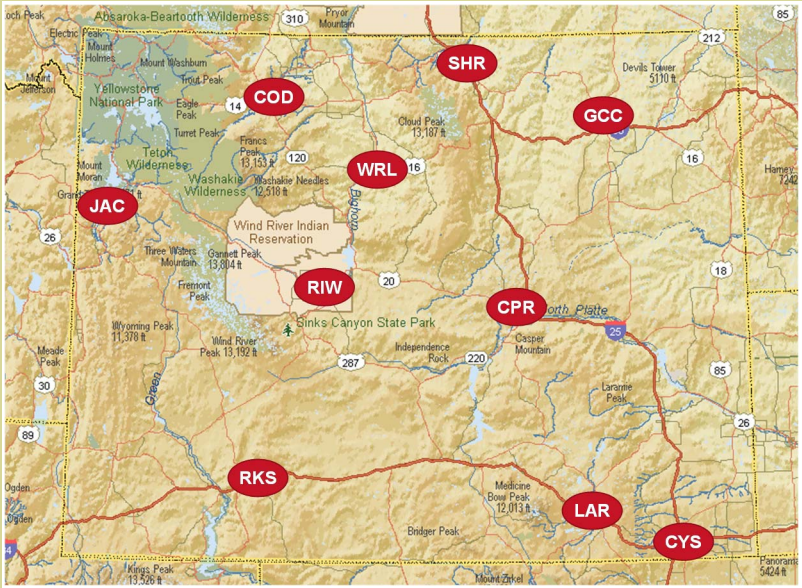
Section 1. Introduction/Background

The Wyoming Department of Transportation (WYDOT) is reviewing air service at Wyoming's 10 commercial service airports to understand each airport's air service requirements and how these airports can best meet the region's future transportation and economic development needs. With six of Wyoming's 10 commercial service airports experiencing declines in traffic year-over-year, this *Air Service Market Research* (ASMR) report is an effort to provide an alternate review of macro and micro trends impacting commercial service within the state and to better understand and evaluate Wyoming's air service market.

This report is not intended to provide in-depth implementation plans to facilitate actions that counter the threat of further air service reductions, loss of federal money for capital improvements or to improve the odds for service improvements. This ASMR report provides objective, comparative data and statements of fact compiled from industry sources on Wyoming's commercial service airports. It is considered a performance report or "report card" with general recommendations.

An ASMR is similar to a strengths, weaknesses, opportunities and threats (SWOT) analysis but is focused on helping communities identify potential air service needs, threats and opportunities in the context of today's airline industry. Its purpose is to provide market and airline performance information that can be used to guide air service retention and development efforts. The ASMR provides a greater level of understanding of the current air service market and develops realistic estimates of long-term future airline passenger demand. This outlook can also be useful in assuring that long lead-time airport infrastructure needs are attuned to air service and market demand needs. Airlines take many factors into consideration when making capacity and route decisions, and it is the intent of this report to provide insight into several of those market considerations.



The following commercial service airports are reviewed in this report. The map to the left provides the relative location of each of the airports within the state of Wyoming.

- **COD** – Yellowstone Regional Airport, Cody
- **CPR** – Casper-Natrona County International Airport, Casper
- **CYS** – Cheyenne Regional Airport, Cheyenne
- **GCC** – Gillette-Campbell County Airport, Gillette
- **JAC** – Jackson Hole Airport, Jackson
- **LAR** – Laramie Regional Airport, Laramie
- **RIW** – Riverton Regional Airport, Riverton
- **RKS** – Rock Springs-Sweetwater County Airport, Rock Springs
- **SHR** – Sheridan County Airport, Sheridan[1]
- **WRL** – Worland Municipal Airport, Worland[2]

1.1 Industry Trends

The first SWOT identifier is industry trends, specifically trends that have impacted or will impact air service in Wyoming. For example, recent airline profitability is a strength that could provide opportunities to Wyoming commercial service airports whereby the pilot shortage is a weakness and may impact the amount of air service in individual communities. The following topics are reviewed in this section:

- Frequency and capacity changes
- Airline profit and loss
- Bankruptcies, mergers and acquisitions
- Fleet changes
- Fluctuating price of fuel
- Pilot shortage
- Essential Air Service (EAS)

This discussion expands on the review of industry trends and the impact on commercial service in Wyoming provided in the Air Service Enhancement Program document completed in September 2014 by the Wyoming Aeronautics Commission.

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[1] *SHR lost scheduled commercial air service in March 2015. In November 2015, Denver Air Connection, a public charter company based out of Centennial, CO, began daily service to Denver. Denver Air Connection also added service to RIW in July 2016. Denver Air Connection is not required to report under the US DOT guidelines and, as such, data is not available through Diio Mi.*

[2] *The US DOT issued the final order 2016-5-16 terminating WRL's EAS eligibility effective September 30, 2016, for exceeding the statutory $1,000 per passenger subsidy cap for fiscal year 2015.*

Declining Seats at Non-Hub Airports
While seats at medium hub and large hub airports have increased, seats at non-hub airports decreased 1 percent while seats at small hub airports have decreased by 3 percent.

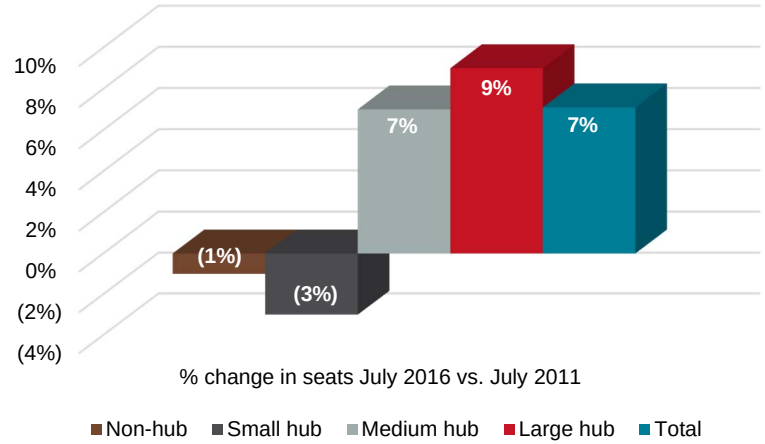
1.1.1 Frequency and Capacity Changes

Over the past decade many airports experienced capacity reductions as carriers merged, mainline hubs/fleets were realigned, regional jets replaced mainline flying in the US and carriers shifted resources to international markets. A total of 99 US airports with air service in 2006 do not have scheduled service in 2016. Much of the negative change in the last five years was experienced by non-hub and small hub airports as shown in **Exhibit 1.1.**

While seats at medium hub and large hub airports have increased, seats at non-hub airports decreased 1 percent and seats at small hub airports have decreased by 3 percent. Specific to Wyoming, all of the commercial service airports are non-hub and **total seats from July 2011 to July 2016 decreased less than 1 percent, a lesser percentage than the non-hub market average.**

Table 1.1 provides an overview by top domestic airlines of total scheduled flights and seats over the past five years. Overall domestic flights have decreased 5.4 percent as major hub carriers shifted to larger aircraft. Domestic seats increased 7.1 percent while international seats grew 28.0 percent. Growth differs greatly from airline to airline with most airlines increasing seats since 2011, with the greatest growth by Spirit Airlines and Allegiant Air on a percentage basis.

EXHIBIT 1.1 US DOMESTIC CAPACITY CHANGE BY AIRPORT SIZE



Source: Diio Mi Scheduled Seats

TABLE 1.1 SCHEDULED FLIGHTS AND SEATS COMPARISON BY AIRLINE

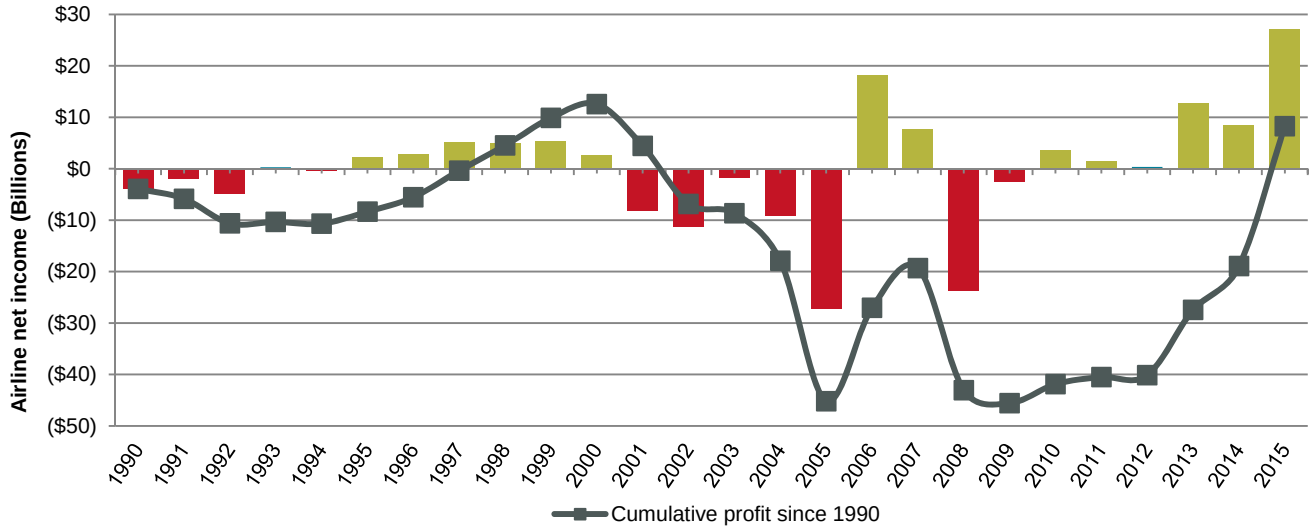
CARRIER	JUL 2016 VS JUL 2011	
	FLIGHTS	SEATS
Domestic Schedule Comparison		
American Airlines	(2.9%)	4.0%
Delta Air Lines	(8.8%)	6.6%
Southwest Airlines	(8.4%)	1.0%
United Airlines	(19.6%)	(6.3%)
Alaska Airlines	31.0%	38.4%
JetBlue Airways	27.5%	28.5%
Spirit Airlines	138.6%	167.8%
Frontier Airlines	(42.3%)	(7.4%)
Allegiant Air	82.5%	105.1%
Total All Domestic	**(5.4%)**	**7.1%**
International Schedule Comparison		
Total All International	**18.7%**	**28.0%**

Source: Diio Mi Schedule; Ranked by July 2016 seats;
Note: Historical data includes merged airlines

1.1.2 Airline Profit and Loss

For many years traditional network carriers struggled to survive. Since 1990, multiple airlines have entered and exited bankruptcy (discussed in the following subsection). However, in recent years, airlines are thriving as shown in **Exhibit 1.2**, which shows the US airline industry net income from 1990 through 2015.

EXHIBIT 1.2 US AIRLINE INDUSTRY NET INCOME



Source: Diio Mi, Form 41 Net Income (All Airlines, Total System)

Until recently, airlines did not achieve large profits or sustained profitability. From 2001 through 2005, the combination of depressed air travel demand and higher costs produced financial losses which were sustained over a longer period of time than previous downturns. The industry rebounded in 2006/2007 only to suffer significant losses in 2008/2009 with the increased cost of fuel and the economic recession. Since 2010, the airlines have consistently been profitable, finally overcoming previous losses and achieving a cumulative net profit in 2015 for the first time since 2001. From 2010 to 2015, the airlines had a combined net income of nearly $54 billion. Profit drivers have included consolidation, capacity restraint, increased ancillary revenue (e.g., bag fees) and a reduction in fuel cost.

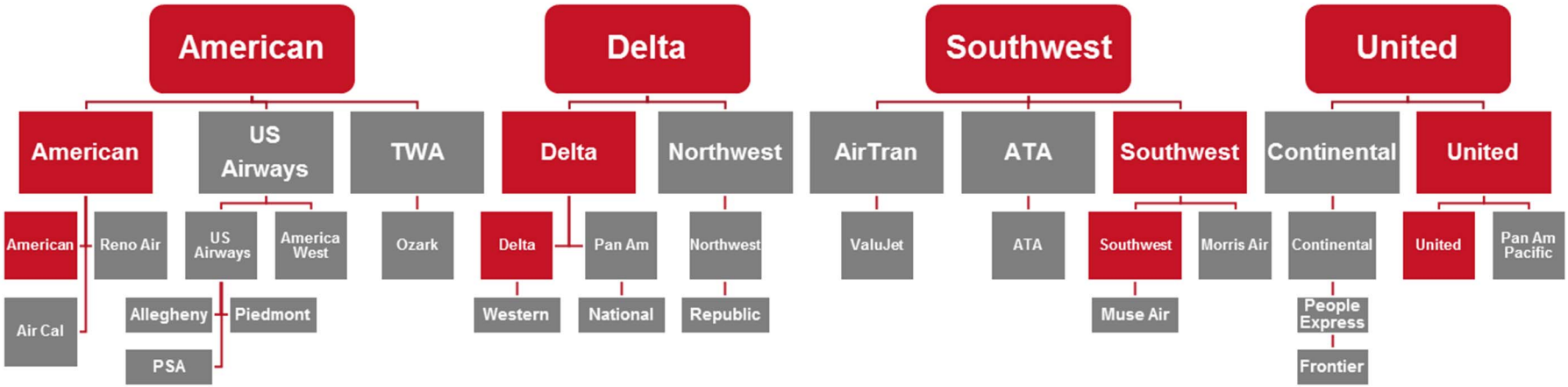
For Wyoming airports, airline profitability is a strength for potential new market opportunities as profits often equate to airline growth versus contraction in times of net losses. Delta Air Lines and United Airlines provide the highest level of service in Wyoming. Both airlines have seen substantial increased profitability in recent years.

1.1.3 Bankruptcies, Mergers and Acquisitions

Since the airline industry deregulation in 1978, many airlines have come and gone as the industry and economy evolved. The economic woes of the 2000 through 2005 period pushed many airlines to the brink of financial distress. In spite of layoffs, wage and benefits cuts, the pruning of amenities, and emphasis of cost savings through automation, many airlines moved into the protection of bankruptcy reorganization. A number of airlines ceased operations during this time period or merged with other airlines. Examples within the last 10 years of service cessation include Colgan Air in 2012, Air Midwest in 2008, Skybus Airlines in 2008 and Big Sky Airlines in 2008. Chapter 11 bankruptcy filings included Pinnacle Airlines (2012), American Airlines (2011), Gulfstream International Airlines (2010), and Mesa Air (2010) to name a few.

More recently, airline consolidation (i.e,. mergers) has led to just four major airlines (American Airlines, Delta Air Lines, United Airlines and Southwest Airlines). These four major airlines control 83 percent of domestic capacity. **Exhibit 1.3** provides a depiction of the impact of consolidation.

EXHIBIT 1.3 MERGERS AND ACQUISITIONS



There has been very little in the way of new entrant carriers in the past five years, leaving fewer options for communities negatively impacted by industry changes. The continued consolidation of domestic airlines (such as the pending Alaska Airlines and Virgin America merger) is a threat to Wyoming's air service as fewer carriers are available to provide the air service needed by Wyoming communities.

1.1.4 Fleet Changes

Fleet changes at the major and regional airlines have impacted airports significantly and will continue to have a major impact in the years ahead as older, smaller aircraft are phased out. The composition of regional airline fleets has changed dramatically since the mid-1990s. There has been a marked decline in regional airline turboprop and smaller regional jet fleets. They have been replaced by larger regional jets and 70-plus seat Bombardier Q400 turboprops. As smaller aircraft have been rapidly retired from airline fleets, there are currently no new replacements being manufactured. As a result, smaller communities with limited passenger demand are running out of traditional air service options.

Regional jets play an important role at Wyoming's commercial service airports with 56 percent of flights in calendar year 2015 provided on regional jet aircraft. The regional jet evolution started initially with 37- to 50-seat jets. They were used to connect smaller markets to more distant hubs, hubs that were not previously accessible with turboprop aircraft. Approximately 1,500 small regional jets were delivered to US carriers, with most deliveries occurring by 2006. There have been no orders for 50-seat regional jets in nearly a decade.

In the early 2000s, the 70-seat regional jet with first class seating was born. These larger regional jets are similar to the larger, mainline aircraft product with further range and better performance. Many of the 50-seat regional jets are being replaced with larger regional jets. This transition to larger aircraft often results in fewer departures to offset the additional seats in the market. **Table 1.2** provides aircraft type by total departures over the past five years.

Turboprop aircraft have declined the most, with a decrease of 39 percent followed by regional jet aircraft at 21 percent. However, the decline in regional jet aircraft is solely in the 30- to 50-seat regional jets. Use of the larger regional jets has increased significantly.

For Wyoming airports, fleet changes are a major concern. Aircraft gauge continues to increase as airlines add larger aircraft to their fleets and add additional seats to current aircraft; however, many of the smaller Wyoming communities likely cannot support daily service on larger aircraft. In July 2016, the airlines serving Wyoming are scheduled to provide 39 percent of flights on 50-seat regional jet aircraft. As these aircraft are retired, there is a threat to individual communities on whether or not they can generate sufficient ridership to support the larger regional jet aircraft.

TABLE 1.2 EQUIPMENT USE - 5-YEAR CHANGE IN DEPARTURES

AIRCRAFT TYPE	DEPARTURES		
	JUL '16	JUL '11	CHANGE
Turboprop (< 30)	47,149	65,287	(28%)
Turboprop (30-50)	19,610	43,099	(55%)
Turboprop (50+)	12,324	21,828	(44%)
Regional jet (30-50)	117,572	191,163	(38%)
Regional jet (51-70)	40,473	37,423	8%
Regional jet (71-100)	38,286	20,934	83%
Narrow-body (70-125)	79,037	100,013	(21%)
Narrow-body (126-160)	259,311	257,914	1%
Narrow-body (> 160)	151,921	59,838	154%
Total U.S. Domestic	**771,390**	**804,487**	**(4%)**
All Turboprops	79,083	130,214	(39%)
All Regional Jets	196,331	249,520	(21%)
All Narrow-body Jets	490,269	417,765	17%

Source: Diio Mi

Fuel Prices Adverse Effect
The cost of fuel has been the single largest source of the airline industry's inability to sustain ongoing profitable operations.

1.1.5 Fluctuating Price of Fuel

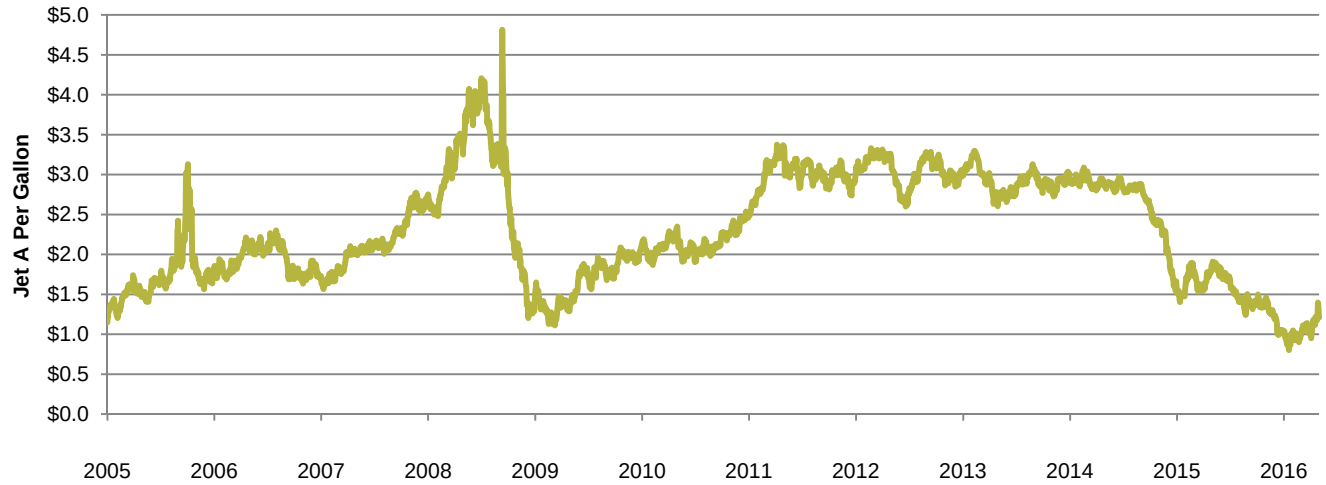
The cost of fuel historically has been the single largest source of the airline industry's inability to sustain ongoing profitable operations. Increases in fuel cost adversely affect airlines in two ways:

- Absolute increases in overall expenses
- Reduced demand as higher gas prices mean less discretionary income for air travel

Increases in operating expenses accompanied by lower demand decreases overall profit opportunities, which in turn curtails growth. Lower capacity growth means less opportunity for small communities to increase service levels as competition for limited resources increases. The impact of high fuel prices was experienced in 2008, with airlines reacting to the sudden increase in fuel by decreasing service.

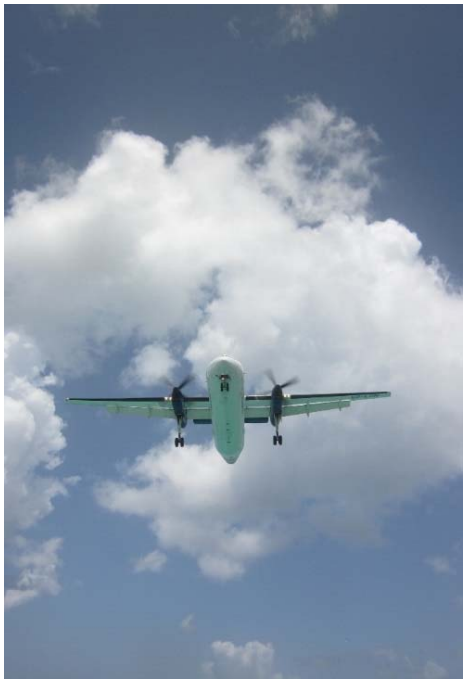
Exhibit 1.4 shows the fluctuating price of fuel since 2005 with the dramatic increase in fuel in 2008. In response, airlines reduced flying, raised airfares and retired many fuel inefficient aircraft. The opposite reaction also occurs when fuel prices drop as seen in recent years. Declines in fuel cost have increased profits and put pressure on the airlines to reduce average fares. **The current price of fuel is considered a strength for Wyoming's commercial service airports; however, this can quickly become a threat with any significant price increase.** With the threat of fuel price volatility, carriers are reluctant to grow capacity in response to improvements in the overall economy.

EXHIBIT 1.4 FLUCTUATING PRICE OF FUEL



Source: US Energy Information Administration for Gulf Coast Jet Fuel Spot Price Per Gallon through May 2, 2016

1.1.6 Pilot Shortage



Regulatory requirements have led to pilot shortages that continue to have a very negative impact on small airports across the nation. The regulatory changes were brought about by a Colgan Air accident in February 2009. Public and government outcry over pilot training and crew rest led to changes in the rules that affect pilot availability. The most significant change was the requirement that all pilots for Part 121 carriers be Airline Transport Pilot (ATP) rated, which requires 1,500 hours of flight time. In the past a first officer could have as few as 250 hours with a Commercial Certificate. Limited options exist today on getting from 250 hours to 1,500 hours. There are significantly fewer military pilots entering the workforce as the military is training fewer pilots annually. Civilian (private) flight training is drastically more expensive than a decade ago, and costs are harder to justify for trainees. It can cost up to $100,000 for training up to Certified Flight Instructor. Many instructors make less than $20,000 per year upon graduation and need to instruct for several years to get to 1,500 hours total.

Other changes included a mandatory retirement age for airline pilots and longer minimum crew rest, an increase from eight hours to 10 hours. Pilot retirements will accelerate over the next five years as pilots hired during the 1980s hiring boom start to retire. The result of these changes on regional airlines is significant, and hiring pressure has been reported by the airlines. Mainline airlines having little difficulty recruiting and retaining qualified pilots whereas regional airlines are having difficulty with pilot recruitment and retention. They are essentially a pipeline for the mainline airlines.

Several regional airlines have shrunk or announced closure due to pilot concerns. In addition, the pilot shortage has sped the retirements of 50-seat regional jets and growth in smaller mainline aircraft. This is a direct threat to Wyoming's air service. One regional airline that has been impacted significantly is Great Lakes Airlines. Great Lakes served three of Wyoming's commercial service airports in calendar year 2015: CYS, RIW and WRL (supported under the EAS program discussed further in the following section). As recently as 2011, Great Lakes served seven of Wyoming's 10 commercial service airports. Since then flights decreased 70 percent and seats have decreased 83 percent, with much of this related to the pilot shortage. In July 2016, Great Lakes is scheduled to provide 16 percent of the flights at Wyoming airports (down from 42 percent in July 2011) making the pilot shortage still a threat to Wyoming's air service.

Major Changes to the EAS Program
Changes to the EAS program in 2012 have not impacted COD or LAR; however, WRL EAS eligibility was terminated.

1.1.7 Essential Air Service (EAS)

In 1978, the Airline Deregulation Act was enacted to preserve service to smaller communities. The program has been adjusted over the years to limit and sometimes eliminate which airports are deemed "Essential." In 2012, Congress made several major changes to the EAS program:

- The program was capped at airports that were currently in the program. This means that there is no longer a safety net for any airports not currently subsidized.
- A $1,000 subsidy cap per passenger was put in place regardless of the distance to the hub.
- There is a 10 enplanement per service day minimum for airports within 175 miles of a medium or large hub airport.
- The US DOT plans on enforcing the $200 per passenger subsidy cap for airports within 210 miles of a medium or large hub airport for the year ended September 30, 2015.

Four communities were eliminated due to the $1,000 passenger cap in the initial enforcement following the enactment. In addition, in June 2014, 13 communities were notified of being eliminated from the EAS program for not meeting the 10 enplanement minimum. Twelve of those communities received a waiver from the US DOT for another year of subsidies. The $200 per passenger subsidy cap is likely to affect additional communities. In 1990, Congress imposed the cap, and it was strictly enforced up until the late 2000s; however, it has largely been ignored. The US DOT plans to strictly enforce the cap for the year ended September 30, 2015. The show cause order was issued May 2016. That gave communities time to work with airlines to fix any issues and gives Congress time to adjust up the cap as requested since it has remained unchanged for 25 years.

At the time of this study, there were three markets in Wyoming that are part of the subsidized EAS program: COD, LAR and WRL. COD's EAS situation is one of the more unique in the EAS program. SkyWest Airlines' contract was renewed for two years through February 28, 2018. SkyWest currently operates 50-seat regional jet aircraft with EAS subsidies only between October and May each year, while the rest of the year the US DOT relies upon unsubsidized service by SkyWest during the peak June through September timeframe. COD has daily service during the off-peak season, while more frequency is offered during the peak season. Due to COD's distance of 449 miles from the nearest medium or large hub airport (Salt Lake City), COD is only subject to the $1,000 per passenger subsidy cap. SkyWest's most recent contract has COD at well below $1,000 per passenger in subsidy and is not at risk of losing subsidies.

LAR also has SkyWest service, with 12 weekly nonstop flights on 50-seat regional jet aircraft to Denver. The current contract expires September 30, 2016. At this time, the contract is up for bid, with SkyWest being the only airline bidding on LAR service. Continuation of the current service is all but guaranteed. While SkyWest reduced service to several EAS markets in the past few years, LAR service is unlikely to be eliminated unless pilot shortages worsen for SkyWest. At 145 miles to the nearest hub (Denver), LAR is subject to both the 10 enplanement and $200 per passenger subsidy cap. Passenger traffic at LAR has so far been well below both limits and is not at risk of losing EAS subsidies.

As previously mentioned, WRL's service is on Great Lakes with nine-seat Beech 1900D aircraft to Denver. The current contract runs through September 30, 2016. Traffic levels at WRL have declined precipitously following Great Lakes reduction in seats on Beech 1900D aircraft and their pilot shortages. In October 2013, WRL had 260 enplanements, while October 2015 was down to just 64. That 75 percent decrease in passengers is similar to what other markets have experienced with Great Lakes during the same time frame. Since WRL is 394 miles from the nearest hub (Salt Lake City), the community is only subject to the $1,000 per passenger subsidy cap. On February 4, 2016, the US DOT notified WRL that the community per passenger subsidy levels are above $1,000, and thereby showing cause on termination of subsidies at WRL. Numerous local and state organizations objected to the termination notice, but the final order was served May 20, 2016, from the US DOT terminating EAS eligibility after September 30, 2016.

1.2 Summary of SWOT Determinations

Table 1.3 provides a summary of each of the SWOT factors.

TABLE 1.3 SUMMARY OF SECTION 1 SWOT

ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
1.1.1 Frequency and capacity changes		Departures and capacity continue to decline at non-hub airports.
1.1.2 Airline profit and loss	Sustained profits at domestic airlines provide growth opportunities.	
1.1.3 Bankruptcies, mergers and acquisition		Continued consolidation of domestic airlines reduces the number of airlines available to serve Wyoming.
1.1.4 Fleet changes	Larger regional jets are creating capacity growth opportunity in markets with strong demand.	Retirement of 50-seat regional jets will likely reduce frequency at Wyoming airports with potential for loss of service.
1.1.5 Fluctuating price of fuel	Low fuel prices have led to growth at domestic airlines.	A spike in fuel prices often leads to service cuts and reduced opportunity for expanded service.
1.1.6 Pilot shortage		With the majority of Wyoming's service provided by regional airlines, the pilot shortage will continue to impact service levels.
1.1.7 Essential Air Service	COD and LAR service is performing well and not at risk of being cut.	WRL service by Great Lakes Airlines has led to shrinking enplanements and to the loss of EAS eligibility.

Section 2. Existing and Historical Air Service

This section reviews existing and historical air service at Wyoming's 10 commercial service airports. Changes in air service over time and by airline are identified. This section provides an overview of: historical, current and future scheduled airline service as well as seasonality of service in Wyoming.

2.1 Current Air Service

Wyoming is served by five airlines (listed in order of seats in July 2016): United Airlines, Delta Air Lines, American Airlines, Great Lakes Airlines and Allegiant Air. These five airlines provide service to 10 destinations outside of Wyoming as well as limited intra-state service supported by the EAS program. **Table 2.1** provides the total flights and seats by market and destination.

TABLE 2.1 CURRENT WYOMING AIR SERVICE

WYOMING AIRPORT	TOTAL FLIGHTS - JULY 2016											TOTAL FLIGHTS	TOTAL SEATS
	DEN	SLC	ORD	DFW	MSP	LAX	SFO	IAH	ATL	LAS	INTRA-WY		
JAC	130	93	98	62	36	71	39	30	13	-	-	572	68,898
CPR	115	62	-	-	-	-	-	-	-	9	-	186	10,344
COD	31	113	9	-	-	-	-	-	-	-	-	153	7,830
GCC	56	31	-	-	-	-	-	-	-	-	-	87	4,350
RKS	56	-	-	-	-	-	-	-	-	-	-	56	2,800
LAR	52	-	-	-	-	-	-	-	-	-	-	52	2,600
CYS	74	-	-	-	-	-	-	-	-	-	22	96	864
RIW[3]	31	-	-	-	-	-	-	-	-	-	31	62	558
WRL[4]	-	-	-	-	-	-	-	-	-	-	53	53	477
SHR[3]	-	-	-	-	-	-	-	-	-	-	-	-	-
WY Total Flights	**545**	**299**	**107**	**62**	**36**	**71**	**39**	**30**	**13**	**9**	**106**	**1,317**	**-**
WY Total Seats	**30,921**	**22,018**	**14,648**	**7,936**	**6,210**	**4,920**	**3,740**	**3,540**	**2,340**	**1,494**	**954**	**-**	**98,721**

Source: Diio Mi; Sorted by Total Seats for July 2016

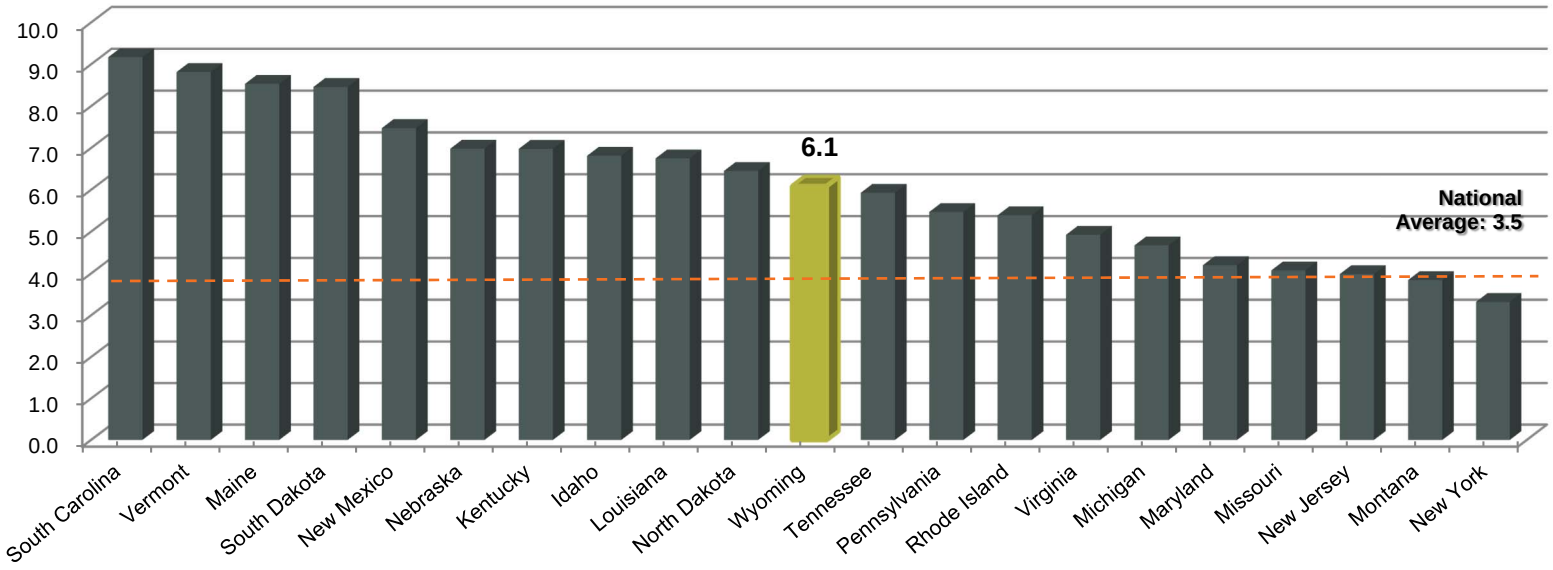
[3] SHR lost scheduled commercial air service in March 2015. In November 2015, Denver Air Connection, a public charter company based out of Centennial, CO, began daily service to Denver. Denver Air Connection also added service to RIW in July 2016. Denver Air Connection is not required to report under the US DOT guidelines and, as such, data is not available through Diio Mi.

[4] WRL service provided over RIW and CYS with Denver as the ultimate hub.

JAC has the highest level of air service with over six times the number of seats than the next largest market, CPR. JAC has service to all of the non-Wyoming destinations with the exception of Las Vegas. All markets are served seasonally at JAC except for Denver and Salt Lake City. Newark and Seattle are also served seasonally, but winter only. All Wyoming commercial service airports, with the exception of WRL, have service to Denver. Four airports have service to the Salt Lake City hub. Looking forward, there are few changes currently loaded in the schedule to the number of flights and seats offered at Wyoming airports, with the exception of seasonal fluctuations.

On a state level, Wyoming has one of the lowest levels of air service in the US. Only Mississippi, Vermont and West Virginia have fewer seats scheduled in July 2016, and Vermont and West Virginia have fewer scheduled departures. To put this in context, however, Wyoming has the lowest population by state[5]. A more accurate comparison of available seats is provided in **Exhibit 2.1** on a seats per capita basis by state. **Wyoming's seats per capita is nearly double the national average and ranks as the 23rd highest among the 50 states.**

EXHIBIT 2.1 SEATS PER CAPITA (JULY 2016 SEATS VS POPULATION BY STATE)



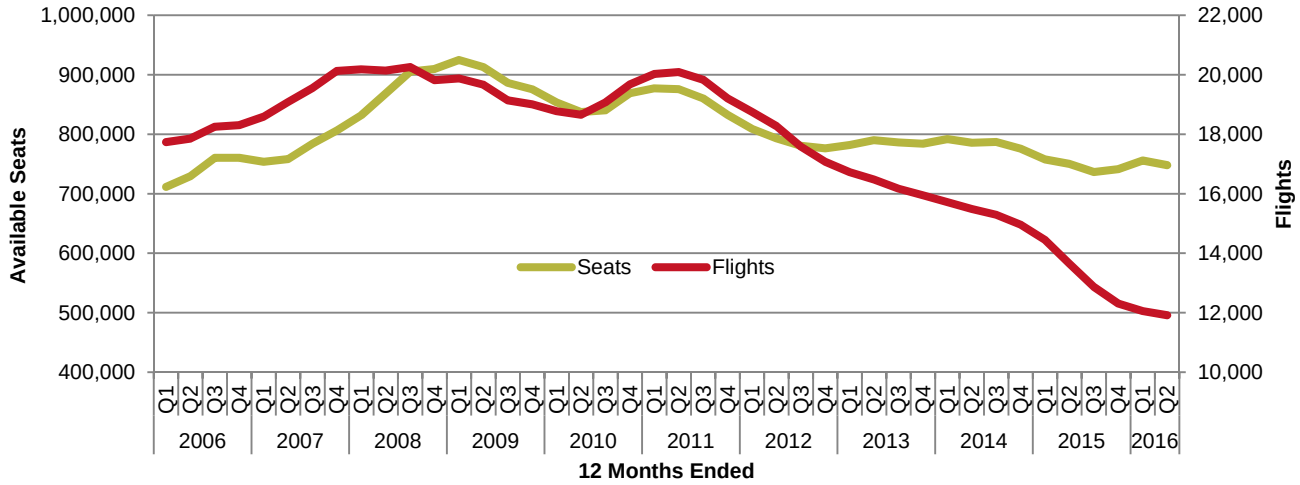
Source: Diio Mi – July 2016 Seats; Woods & Poole Economics, Inc. 2016 Estimated Population; Note: Only the 10 larger/smaller states than Wyoming shown in the chart

[5] *Source: Woods & Poole Economics, Inc., Estimated 2016 Population*

2.2 Historical Air Service

This subsection reviews historical air service in Wyoming including available seats, flights and destinations. Over the past 10 years, air service in Wyoming has fluctuated significantly (**Exhibit 2.2**). On a year ended basis over the past 10 years, scheduled available seats peaked in 2009 at 924,858 available seats. Since that time, seats have declined by 19 percent to 748,087 seats for the year ended June 30, 2016. Flights peaked in 2008 at 20,260, declining 41 percent by 2016 to 11,915 flights. This is the lowest level of flights since 2006.

EXHIBIT 2.2 HISTORICAL SCHEDULED OUTBOUND AIRLINE SEATS/FLIGHTS IN WYOMING



Source: Diio Mi, Scheduled Seats/Flights

On a market-by-market basis, the changes are more significant. **Table 2.2**, next page, provides a detailed review of flights and available seats by Wyoming airport including the airline providing service. On a percentage change in flights basis, only two airports experienced increased flights over the past five years, CPR and JAC. Several airports experienced declines in flights over the past five years of more than 50 percent including CYS, GCC, LAR, RKS and SHR. The change in seats fared better with the up-gauging of aircraft in some markets. CPR, JAC and LAR benefited from improvement in seats since 2010; however, CYS, RIW and SHR experienced declining seats of more than 50 percent. On an airline-by-airline basis, Allegiant and United have added seats and flights in Wyoming while American, Delta and Great Lakes have reduced service. Big Sky Airlines and Frontier Airlines no longer serve Wyoming.

TABLE 2.2 HISTORICAL WYOMING AIR SERVICE

AIRPORT	AIRLINE	ANNUAL FLIGHTS			CHANGE		ANNUAL SEATS			CHANGE	
		2005	2010	2015	2005-2015	2010-2015	2005	2010	2015	2005-2015	2010-2015
COD	Delta	846	819	371	(56%)	(55%)	25,380	24,570	18,550	(27%)	(25%)
	United	482	472	476	(1%)	1%	19,355	19,880	24,260	25%	22%
Total COD		**1,328**	**1,291**	**847**	**(36%)**	**(34%)**	**44,735**	**44,450**	**42,810**	**(4%)**	**(4%)**
CPR	Allegiant	-	108	109	100%	1%	-	16,200	18,094	100%	12%
	Delta	2,261	773	897	(60%)	16%	80,450	38,676	44,850	(44%)	16%
	United	1,913	1,378	1,554	(19%)	13%	57,390	64,558	77,700	35%	20%
Total CPR		**4,174**	**2,259**	**2,560**	**(39%)**	**13%**	**137,840**	**119,434**	**140,644**	**2%**	**18%**
CYS	American	-	295	-	-	(100%)	-	12,980	-	-	(100%)
	Great Lakes	1,880	1,785	701	(63%)	(61%)	39,790	34,322	6,309	(84%)	(82%)
Total CYS		**1,880**	**2,080**	**701**	**(63%)**	**(66%)**	**39,790**	**47,302**	**6,309**	**(84%)**	**(87%)**
GCC	Delta	-	730	393	100%	(46%)	-	21,900	18,470	100%	(16%)
	Great Lakes	1,040	1,823	-	(100%)	(100%)	27,394	35,484	-	(100%)	(100%)
	United	-	727	691	100%	(5%)	-	21,810	33,290	100%	53%
Total GCC		**1,040**	**3,280**	**1,084**	**4%**	**(67%)**	**27,394**	**79,194**	**51,760**	**89%**	**(35%)**
JAC	American	324	344	425	31%	24%	60,912	64,672	54,400	(11%)	(16%)
	Big Sky	80	-	-	(100%)	-	1,520	-	-	(100%)	-
	Delta	2,603	1,431	1,360	(48%)	(5%)	176,549	133,594	144,592	(18%)	8%
	Frontier	-	122	-	-	(100%)	-	16,592	-	-	(100%)
	United	1,429	1,538	1,973	38%	28%	106,844	181,464	208,537	95%	15%
Total JAC		**4,436**	**3,435**	**3,758**	**(15%)**	**9%**	**345,825**	**396,322**	**407,529**	**18%**	**3%**
LAR	Great Lakes	1,448	1,384	-	(100%)	(100%)	27,512	26,296	-	(100%)	(100%)
	United	-	-	634	100%	100%	-	-	30,440	100%	100%
Total LAR		**1,448**	**1,384**	**634**	**(56%)**	**(54%)**	**27,512**	**26,296**	**30,440**	**11%**	**16%**
RIW[5]	Great Lakes	1,039	1,272	1,270	22%	(0%)	27,529	35,707	17,480	(37%)	(51%)
Total RIW		**1,039**	**1,272**	**1,270**	**22%**	**(0%)**	**27,529**	**35,707**	**17,480**	**(37%)**	**(51%)**
RKS	Delta	-	1,095	58	100%	(95%)	-	32,850	1,740	100%	(95%)
	Great Lakes	1,270	305	-	(100%)	(100%)	25,076	5,795	-	(100%)	(100%)
	United	-	729	689	100%	(5%)	-	21,870	33,190	100%	52%
Total RKS		**1,270**	**2,129**	**747**	**(41%)**	**(65%)**	**25,076**	**60,515**	**34,930**	**39%**	**(42%)**
SHR[6]	Big Sky	320	-	-	(100%)	-	6,080	-	-	(100%)	-
	Great Lakes	276	1,772	74	(73%)	(96%)	5,244	44,943	666	(87%)	(99%)
Total SHR		**596**	**1,772**	**74**	**(88%)**	**(96%)**	**11,324**	**44,943**	**666**	**(94%)**	**(99%)**
WRL	Great Lakes	621	774	634	2%	(18%)	11,799	14,706	8,726	(26%)	(41%)
Total WRL		**621**	**774**	**634**	**2%**	**(18%)**	**11,799**	**14,706**	**8,726**	**(26%)**	**(41%)**
Total State of Wyoming		**17,832**	**19,676**	**12,309**	**(31%)**	**(37%)**	**698,824**	**868,869**	**741,294**	**6%**	**(15%)**

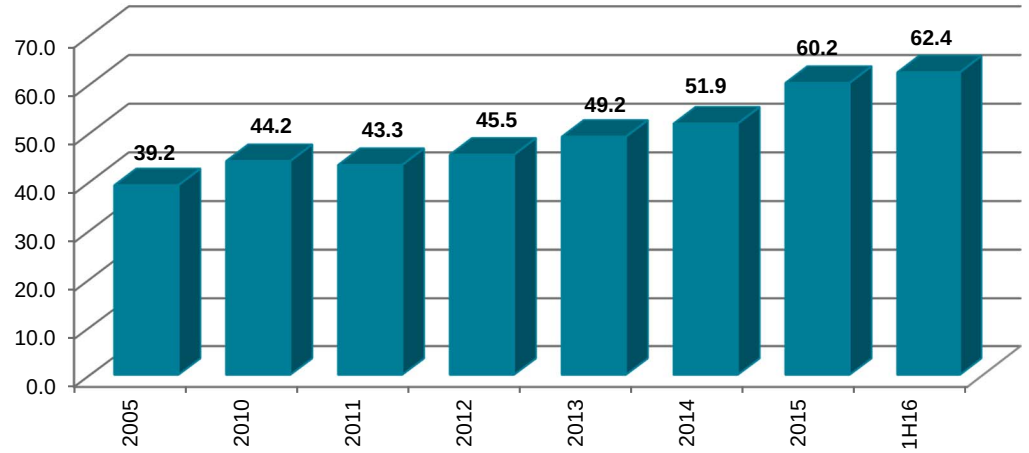
Source: Diio Mi; Note: Northwest Airlines included under Delta Air Lines

[6] *SHR lost scheduled commercial air service in March 2015. In November 2015, Denver Air Connection, a public charter company based out of Centennial, CO, began daily service to Denver. Denver Air Connection also added service to RIW in July 2016. Denver Air Connection is not required to report under the US DOT guidelines and, as such, data is not available through Diio Mi.*

Aircraft Size Increasing
Since 2005, the average aircraft size used in Wyoming has increased by 59 percent.

Seats per departure in Wyoming have increased nearly every year since 2005, as shown in **Exhibit 2.3**, demonstrating the changes in the aircraft mix used. Since 2005, the average aircraft size used in Wyoming has increased by 59 percent. Much of this increase is due to the significant reduction in the use of turboprops in Wyoming. From 2005 to 2015, the use of turboprops decreased by 79 percent. On a market-by-market basis, four Wyoming airports, CYS, RIW, SHR and WRL, experienced significant decreases in seats per departure primarily related to the use of nine-seat turboprops versus the 19-seat turboprop aircraft. The other six airports experienced significant increases in average seats per departure with the most notable at LAR and RKS, increasing from an average of 19 seats to 50 seats.

EXHIBIT 2.3 AVERAGE SEATS PER DEPARTURE



Source: Diio Mi

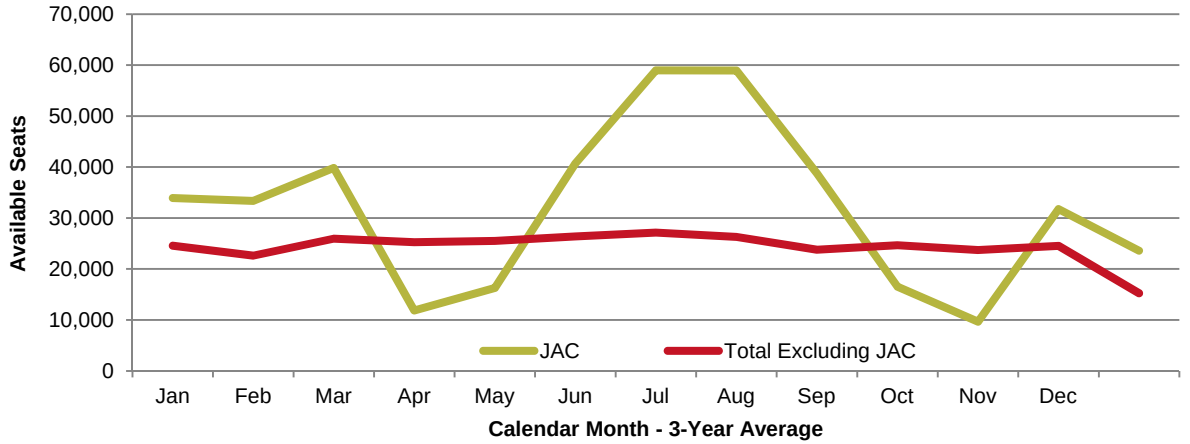
The change in the average seats per departure in Wyoming is both a strength and a threat. The strength is shown through Wyoming's ability to support larger aircraft in many markets (performance of the service is discussed in detail in the following sections of this report). The threat comes in as airlines continue to retire turboprops and 50-seat regional jets, aircraft that are still prevalent at most Wyoming airports. Particularly in the smaller Wyoming communities, continued increases in average seats per departure may result in frequency reductions and/or cessation of service if the community cannot generate sufficient demand to support the higher seat capacity.

2.3 Seasonality

For the majority of Wyoming airports, seasonality of service is not an issue. JAC is the most highly impacted by season due to the impact of tourism. **Exhibit 2.4** shows the average number of available seats provided by month from 2013 through 2015 (excludes Great Lakes service due to skewing of data). Clearly JAC experiences much

more change in air service by season than other airports in Wyoming, with additional service provided in the summer and winter peak seasons.

EXHIBIT 2.4 SEASONALITY OF SCHEDULED SEATS



Source: Diio Mi, Note: excludes Great Lakes Airlines due to skewing of data

One way to review the impact of tourism on a market is to look at the percentage of originating passengers. Generally, a market with a lower percentage of originating traffic is considered to be impacted more by visitors than markets with a higher percent origination. As shown in **Table 2.3**, JAC's percentage origin is much lower than other airports across Wyoming. JAC's percentage averaged 21.9 percent in 2015; the next lowest percentage origin was at CYS at 40.2 percent. In general, the percentage origin has not changed significantly at each of the airports with the exception of CYS that has decreased 7.5 percentage points and GCC and RKS that have increased 11.7 and 8.0 percentage points, respectively, since 2005.

TABLE 2.3 PERCENT ORIGINATING PASSENGERS

	% ORIGIN TRAFFIC		
AIRPORT	2005	2010	2015
COD	42.1	43.6	43.5
CPR	55.5	59.4	53.7
CYS	47.7	47.6	40.2
GCC	44.0	52.8	55.7
JAC	15.7	21.0	21.9
LAR	51.7	44.5	55.5
RIW	46.2	45.4	44.1
RKS	43.7	56.0	51.8
SHR	46.9	43.6	51.9
WRL	49.7	44.6	42.8
WY Average	**30.9**	**34.9**	**34.2**

Source: Diio Mi

It is not unusual for passenger traffic at an airport to fluctuate by 10 percent on a seasonal basis; however, JAC and COD have high seasonality with strong visitor traffic peaking in the third quarter and weaker traffic during other parts of the year (**Table 2.4**). JAC also has a strong winter ski market creating a stark contrast with passenger traffic in the second and further quarters. COD does not have the winter strength so the first and fourth quarters are much softer than the summer peak.

TABLE 2.4 SEASONALITY FACTOR BY QUARTER

AIRPORT	CALENDAR QUARTER				
	Q1	Q2	Q3	Q4	PDEW
JAC	5%	(27%)	59%	(37%)	795.2
CPR	(10%)	1%	8%	0%	277.3
COD	(28%)	8%	34%	(14%)	89.7
GCC	(10%)	0%	5%	6%	81.4
Other	7%	(5%)	(1%)	0%	106.6

Source: Diio Mi; PDEW = Passengers Daily Each Way

2.4 Summary of SWOT Determinations

Table 2.5 provides a summary of each of the SWOT factors.

TABLE 2.5 SUMMARY OF SECTION 2 SWOT

ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
2.1 Current Air Service	The three major network airlines, American, Delta and United, provide service in Wyoming.	Significant schedule reductions by Great Lakes Airlines, due to the ongoing pilot shortage, puts greater pressure on smaller communities.
	Due to strong visitor traffic, the state of Wyoming compares well on a seats per capita basis to other states across the nation.	
2.2 Historical Air Service	Since 2010, CPR, JAC and LAR benefitted from seat increases showing the ability to absorb added capacity with new destinations and larger aircraft.	Air service has been declining in Wyoming, with flights decreasing 41 percent since the 10-year peak in 2008 and seats declining 19 percent since the peak in 2009.
	Seats per departure has increased across most Wyoming airports, with several Wyoming airports supporting larger aircraft.	Continued increases in average seats per departure may result in frequency reductions and/or cessation of service in the smaller Wyoming communities.
2.3 Seasonality	Most Wyoming communities are not highly seasonal, with demand steady throughout the year.	At airports other than JAC/COD, the lack of seasonal peaks makes it necessary to support any new service on a year round basis.
	JAC and COD tourism demand help create opportunities for seasonal service that would not be supported by local demand only.	

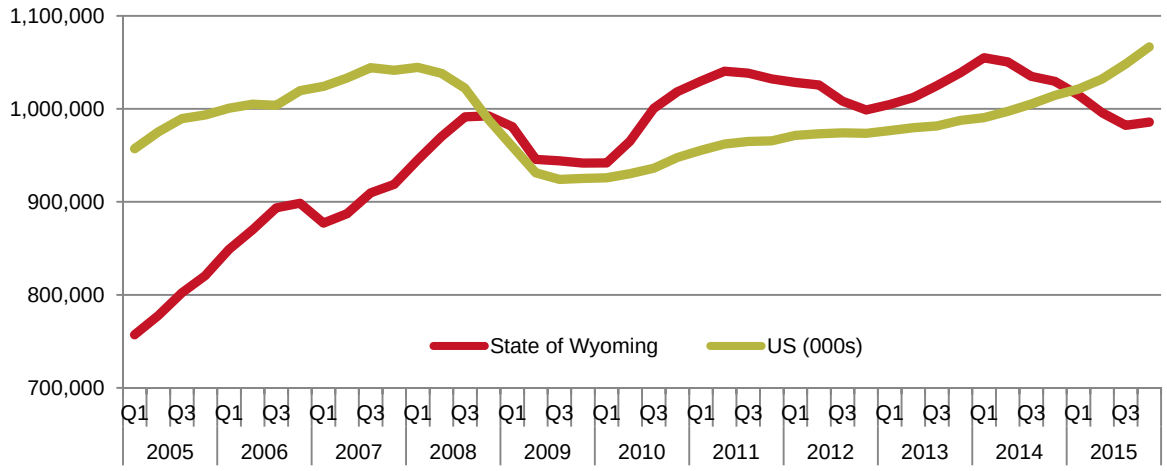
Section 3. Air Service Demand

This section reviews how demand has changed in top origin and destination markets across Wyoming, by region and for each individual airport. Increases or decreases in passengers by market can impact existing nonstop service and the need for additional service.

3.1 Passenger Trends in Wyoming

Exhibit 3.1 shows the trend from 2005 through 2015 for Wyoming's origin and destination passengers compared to the change in passengers nationally. Since 2005, Wyoming's passengers have increased 20 percent compared to just 7 percent nationally. Over the past five years, the trend is much different with Wyoming's passengers decreasing 3 percent while passengers increased 13 percent nationally. Most recently, from 2014 to 2015, Wyoming's passengers decreased 4 percent while passengers nationally increased 5 percent.

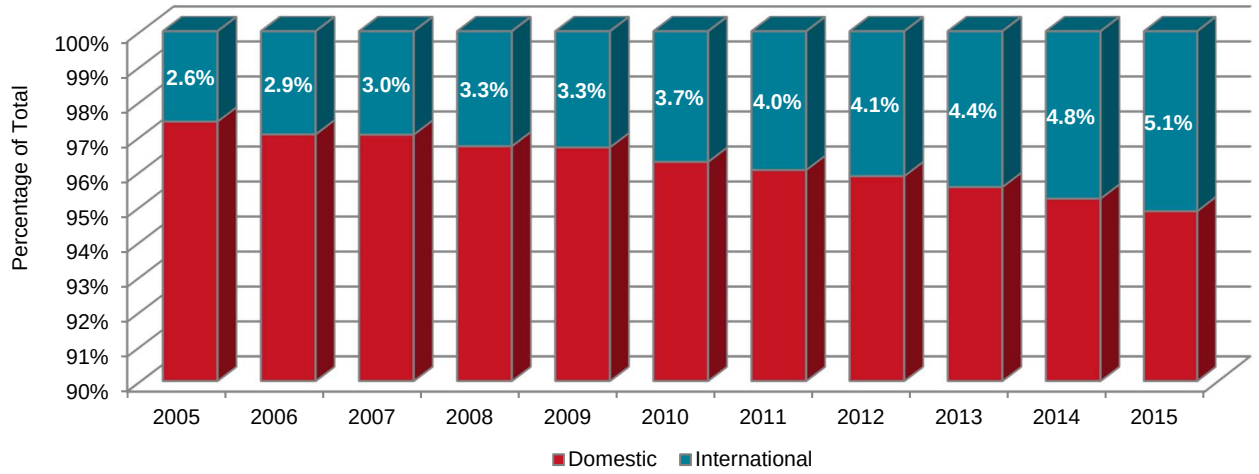
EXHIBIT 3.1 ORIGIN AND DESTINATION (O&D) PASSENGER TREND



Source: Diio Mi

Exhibit 3.2 shows the change in the percentage of domestic versus international passengers from 2005 to 2015 in the state of Wyoming. **The percentage of international passengers has increased nearly every year since 2005, almost doubling from 2005 to 2015.** International travelers are highly valued by the airlines and this growth in international travelers is viewed as a strength of the Wyoming market.

EXHIBIT 3.2 DOMESTIC VERSUS INTERNATIONAL PASSENGER TRENDS



Source: Diio Mi

In Section 2.3, Wyoming was identified as having 34 percent of travel originating in the state. In a national comparison, Wyoming has the third lowest percentage origin of the 50 states, higher than only Hawaii and Nevada. **Table 3.1** provides a summary of percentage origin for the states with the nearest percentage origin to Wyoming. Wyoming experienced an increase in percentage origin that can be viewed as both a strength and weakness. The strength is a higher percentage origin typically indicates more business travel, the type of travel highly valued by the airlines. However, it also indicates a higher reliance on local travelers and the lower than average population in the state of Wyoming. In absolute terms, only Delaware has a smaller origin market than Wyoming, and Wyoming is the fourth smallest destination.

TABLE 3.1 PERCENTAGE ORIGIN BY STATE

STATE	% ORIGIN PAX			CHANGE	
	2005	2010	2015	2005-2015	2010-2015
New Mexico	48.5	49.0	50.2	1.8	1.2
Colorado	50.5	50.9	50.0	(0.5)	(0.9)
Maine	49.8	52.0	49.3	(0.4)	(2.7)
Montana	46.3	49.4	48.3	2.0	(1.1)
Alaska	45.8	47.6	47.4	1.5	(0.2)
District of Columbia	46.1	47.2	47.3	1.2	0.2
Arizona	46.0	45.5	46.1	0.1	0.5
South Carolina	44.8	44.3	45.0	0.3	0.7
Louisiana	40.7	42.2	40.4	(0.3)	(1.8)
Florida	35.8	35.7	36.6	0.8	1.0
Wyoming	**30.9**	**34.9**	**34.2**	**3.3**	**(0.7)**
Hawaii	30.8	32.0	30.5	(0.3)	(1.5)
Nevada	20.1	21.5	25.7	5.5	4.2

Source: Diio Mi

3.2 Passenger Trends by Wyoming Region

Wyoming is divided into five geographic regions: Northwest, Northeast, Southwest, Southeast and Central regions (reference **Exhibit 3.3**). There are two commercial service airports in each of the regions with the exception of the Central region with just one airport and the Northwest region with three airports. This section reviews passenger trends by region of Wyoming.

Exhibit 3.4 provides the change in origin and destination passengers from 2005 through 2015 by region. The Central and Southwest regions carry the highest number of passengers with CPR represented in the Central region and JAC represented in the Southwest region. **Those two regions make up 83 percent of passengers in the state of Wyoming.**

In terms of passenger change, the Central, Northeast and Southwest regions experienced passenger growth since 2005, at 34, 1 and 28 percent respectively. The Northwest and Southeast regions had declining passengers over the past 10 years, decreasing 10 and 27 percent, respectively. Since 2010, only the Central and Southwest regions experienced growth at 26 and 1 percent, respectively, while passengers in the Northeast, Northwest and Southeast declined 38, 25 and 39 percent, respectively. Most recently, from 2014 to 2015, all regions experienced declining passengers.

EXHIBIT 3.3 WYOMING REGIONS

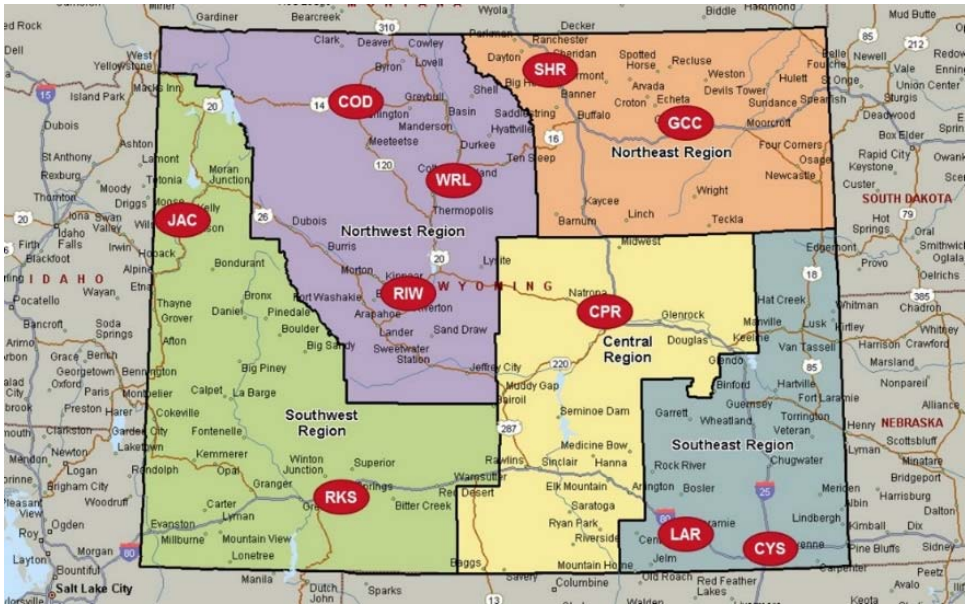
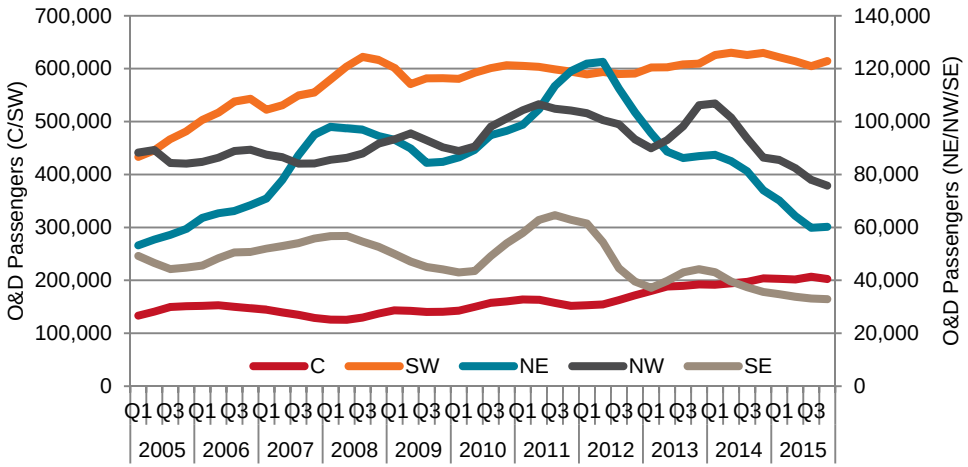


EXHIBIT 3.4 ORIGIN AND DESTINATION (O&D) PASSENGER TREND BY WYOMING REGION



Source: Diio Mi

Table 3.2 provides additional detail on passengers by region. Domestic, international and total passengers are shown as well as the percent of passengers that are international travelers and the percent originating from each region. **Generally, domestic passengers have been decreasing while international passengers are increasing.** Since 2005, domestic passengers have decreased in three of the five regions, with only the Central and Southwest regions experiencing growth. All regions experienced international growth since 2005. Since 2010, only the Central region experienced domestic passenger growth while all regions experienced international growth. The percentage of international passengers increased over both time periods in all regions. The percent origin increased in three of the five regions, and three of the regions exceeded 50 percent in local originating travelers.

TABLE 3.2 ORIGIN AND DESTINATION PASSENGERS BY REGION

STATISTIC	YEAR	WYOMING REGION					TOTAL/ AVERAGE
		CENTRAL	NORTHEAST	NORTHWEST	SOUTHEAST	SOUTHWEST	
Domestic Passengers	2005	147,392	58,560	82,623	44,014	467,252	799,841
	2010	154,156	93,901	98,542	53,184	580,660	980,442
	2015	193,170	57,501	72,785	31,402	580,153	935,012
	Change '05-'15	31%	(2%)	(12%)	(29%)	24%	17%
	Change '10-'15	25%	(39%)	(26%)	(41%)	(0%)	(5%)
International Passengers	2005	3,737	868	1,479	785	14,221	21,091
	2010	5,997	2,603	2,666	769	25,873	37,908
	2015	9,247	2,708	2,971	1,491	34,231	50,647
	Change '05-'15	147%	212%	101%	90%	141%	140%
	Change '10-'15	54%	4%	11%	94%	32%	34%
Total Passengers	2005	151,130	59,429	84,102	44,799	481,473	820,932
	2010	160,153	96,504	101,207	53,953	606,533	1,018,350
	2015	202,417	60,209	75,756	32,893	614,384	985,660
	Change '05-'15	34%	1%	(10%)	(27%)	28%	20%
	Change '10-'15	26%	(38%)	(25%)	(39%)	1%	(3%)
% International	2005	2.5%	1.5%	1.8%	1.8%	3.0%	2.6%
	2010	3.7%	2.7%	2.6%	1.4%	4.3%	3.7%
	2015	4.6%	4.5%	3.9%	4.5%	5.6%	5.1%
	Change '05-'15	2.1%	3.0%	2.2%	2.8%	2.6%	2.6%
	Change '10-'15	0.8%	1.8%	1.3%	3.1%	1.3%	1.4%
% Origin	2005	55.5%	45.5%	44.3%	49.4%	17.4%	30.9%
	2010	59.4%	49.5%	44.3%	46.7%	23.5%	34.9%
	2015	53.7%	55.7%	43.5%	52.9%	23.6%	34.2%
	Change '05-'15	(1.8%)	10.2%	(0.8%)	3.4%	6.2%	3.3%
	Change '10-'15	(5.6%)	6.1%	(0.8%)	6.2%	0.1%	(0.7%)

Source: Diio Mi

3.3 Top Origin and Destination Markets

This section identifies the top origin and destination markets for the state of Wyoming as well as each individual airport. **Table 3.3** provides the change in origin and destination passengers at each of the Wyoming airports to give perspective on the change in passengers. Compared to 2005, most Wyoming airports fared well with strong passenger improvement at six of the 10 airports. However, compared to 2010 and 2014, most airports experienced declining passengers, with double digit percentage decreases at five of the 10 airports.

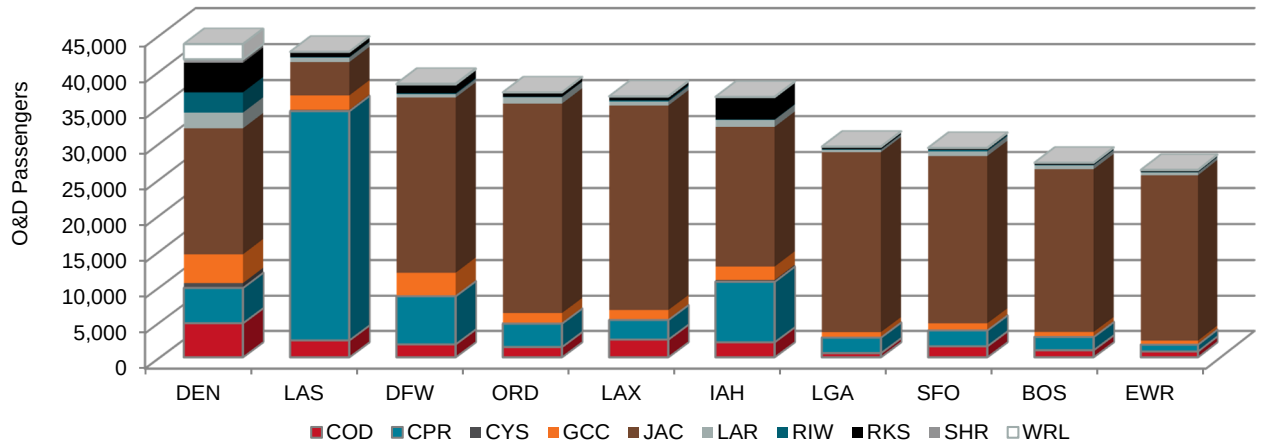
TABLE 3.3 ORIGIN AND DESTINATION PASSENGERS BY AIRPORT

WYOMING AIRPORT	O&D PASSENGERS				CHANGE 2015 VS		
	2005	2010	2014	2015	2005	2010	2014
JAC	452,196	563,864	589,524	580,469	28%	3%	(2%)
CPR	151,130	160,153	203,766	202,417	34%	26%	(1%)
COD	48,976	55,405	64,105	65,495	34%	18%	2%
GCC	29,790	62,538	53,541	59,451	100%	(5%)	11%
RKS	29,277	42,669	40,199	33,916	16%	(21%)	(16%)
LAR	19,072	15,622	25,599	27,206	43%	74%	6%
RIW	23,737	35,506	16,426	7,300	(69%)	(79%)	(56%)
CYS	25,726	38,330	9,981	5,687	(78%)	(85%)	(43%)
WRL	11,389	10,297	5,856	2,960	(74%)	(71%)	(49%)
SHR	29,638	33,966	20,542	758	(97%)	(98%)	(96%)
Wyoming	**820,932**	**1,018,350**	**1,029,540**	**985,660**	**20%**	**(3%)**	**(4%)**

Source: Diio Mi

Exhibit 3.5, next page, provides the top 10 origin and destination markets for the state of Wyoming for 2015. The top market was Denver. With the majority of nonstop service from Wyoming to Denver, it is likely Denver will remain a top market going forward and is the top market for eight of the 10 airports. In fact, all of the top 10 markets with the exception of New York LaGuardia and Boston had nonstop service at least seasonally from a Wyoming airport in 2015.

EXHIBIT 3.5 TOP O&D PASSENGER MARKETS FOR WYOMING



Source: Diio Mi

Table 3.4 provides the breakdown of international passengers by international region for the state of Wyoming with changes year-over-year. As previously mentioned, international passengers have grown significantly over the past 10 years in Wyoming. The growth has been spread across each of the international regions, with the greatest percentage growth in the Mexico and Central America, Middle East and Africa regions. Since 2010, the growth continued in each of the regions except Africa although at a more modest increase. From 2014 to 2015, international passengers still increased by 3 percent overall with growth in all regions except Canada and Africa.

TABLE 3.4 INTERNATIONAL O&D PASSENGERS BY REGION

INTERNATIONAL REGION	O&D PASSENGERS				CHANGE 2015 VS		
	2005	2010	2014	2015	2005	2010	2014
Europe	9,887	14,815	15,416	16,009	62%	8%	4%
Mexico & Central America	2,203	6,189	9,770	11,557	425%	87%	18%
Canada	5,685	9,676	13,632	11,118	96%	15%	(18%)
Asia	1,383	1,859	3,795	4,214	205%	127%	11%
South America	858	1,562	2,433	2,814	228%	80%	16%
Caribbean	584	1,362	1,608	1,879	222%	38%	17%
Australia & Oceania	355	966	1,097	1,674	372%	73%	53%
Middle East	55	779	650	854	1,447%	10%	31%
Africa	81	700	699	527	549%	(25%)	(25%)
Wyoming Total	**21,091**	**37,908**	**49,099**	**50,647**	**140%**	**34%**	**3%**

Source: Diio Mi

3.3.1 COD – Yellowstone Regional Airport

Table 3.5 provides the top 10 destinations to/from COD and the change since 2014. COD served 65,495 origin and destination passengers generating $17.6 million in revenue in 2015. Since 2014, passengers increased 2 percent on a less than 1 percent decrease in seats. With a 2 percent fare increase, total revenue improved 4 percent. The top five markets included Denver, Salt Lake City, Phoenix, Los Angeles and Las Vegas. COD is a highly seasonal market with strong summer peaking. Local passengers are consistent throughout the year, with a strong third quarter (second quarter to a lesser extent) visitor peak. Local passengers are roughly equal to visitors in the fourth quarter and exceed visitors in the first quarter.

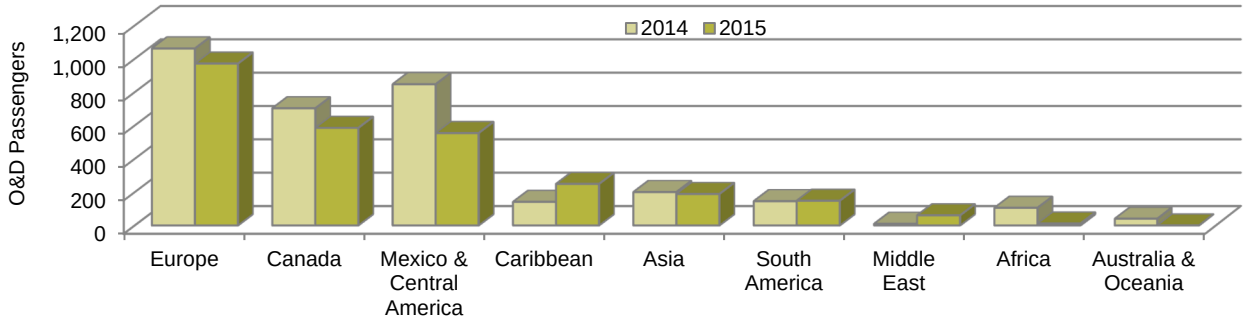
TABLE 3.5 TOP COD ORIGIN AND DESTINATION PASSENGER MARKETS

		COD - CY 2015				% CHANGE VS 2014			
RANK	AIRPORT	PAX	% ORIGIN	REV ($)	FARE ($)	PAX	REV	FARE	SEATS
1	Denver, CO	4,831	40	971,724	201	(13)	(6)	8	3
2	Salt Lake City, UT	4,166	43	535,420	129	(24)	(18)	8	(4)
3	Phoenix, AZ (PHX)	2,788	45	532,014	191	58	29	(18)	-
4	Los Angeles, CA	2,505	38	491,751	196	13	25	11	-
5	Las Vegas, NV	2,398	73	407,862	170	4	13	8	-
6	Houston, TX (IAH)	2,132	46	561,687	264	(28)	(30)	(3)	-
7	Dallas, TX (DFW)	1,837	41	461,887	251	(6)	(15)	(10)	-
8	San Francisco, CA	1,553	41	364,350	235	(8)	17	27	-
9	Chicago, IL (ORD)	1,455	37	455,475	313	9	6	(3)	6
10	Atlanta, GA	1,389	44	412,150	296	0	10	10	-
Total/Average		**65,495**	**43**	**17,606,839**	**269**	**2**	**4**	**2**	**(0)**

Source: Diio Mi

Four percent of passengers were destined internationally. International passengers decreased 15 percent from 2014 to 2015. COD's international passengers are shown by region in **Exhibit 3.6**. Europe was the largest international region.

EXHIBIT 3.6 COD TOP INTERNATIONAL REGIONS



Source: Diio Mi

3.3.2 CPR – Casper-Natrona County International Airport

Table 3.6 provides the top 10 destinations to/from CPR and the change since 2014. CPR served 202,417 origin and destination passengers generating $50.6 million in airline revenue in 2015. Since 2014, passengers decreased 1 percent on a 4 percent increase in seats. With a 1 percent average fare increase, total revenue remained flat. The top five airport markets included Las Vegas, Houston, Phoenix, Salt Lake City and Dallas.

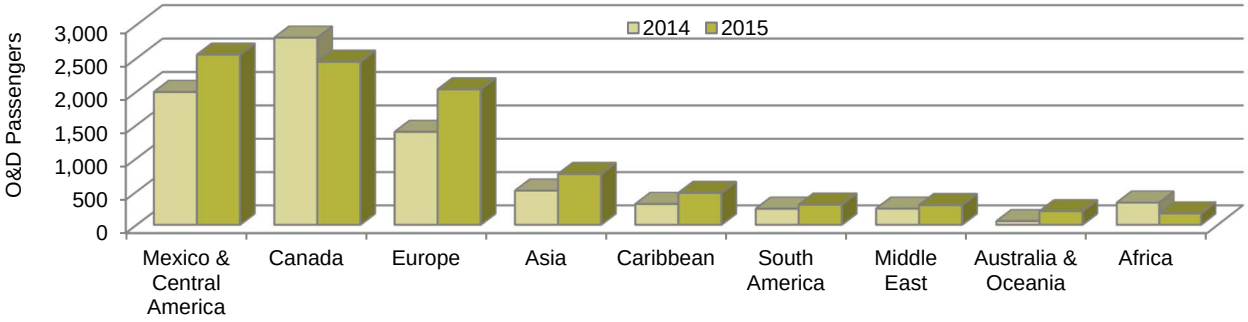
TABLE 3.6 TOP CPR ORIGIN AND DESTINATION PASSENGER MARKETS

RANK	AIRPORT	CPR - CY 2015				% CHANGE VS 2014			
		PAX	% ORIGIN	REV ($)	FARE ($)	PAX	REV	FARE	SEATS
1	Las Vegas, NV	32,017	56	2,287,903	72	1	(11)	(12)	8
2	Houston, TX (IAH)	8,567	44	3,210,309	375	(29)	(36)	(10)	-
3	Phoenix, AZ (PHX)	8,403	55	1,587,129	189	11	8	(3)	-
4	Salt Lake City, UT	8,028	41	1,361,607	170	(34)	(20)	21	17
5	Dallas, TX (DFW)	6,827	50	1,472,909	216	(4)	(10)	(6)	-
6	Denver, CO	5,009	35	487,135	97	(22)	(32)	(13)	(3)
7	Seattle-Tacoma, WA	4,891	55	1,048,134	214	18	6	(10)	-
8	Portland, OR	3,998	61	859,741	215	5	2	(3)	-
9	Oklahoma City, OK	3,959	43	1,162,445	294	(28)	(13)	20	-
10	Chicago, IL (ORD)	3,322	55	1,023,560	308	25	15	(8)	-
Total/Average		**202,417**	**54**	**50,575,825**	**250**	**(1)**	**0**	**1**	**4**

Source: Diio Mi

Five percent of passengers were destined internationally. International passengers increased 17 percent from 2014 to 2015. CPR international passengers are shown by region in **Exhibit 3.7**. Mexico and Central America was the largest international region followed by Canada and Europe.

EXHIBIT 3.7 CPR TOP INTERNATIONAL REGIONS



Source: Diio Mi

3.3.3 CYS – Cheyenne Regional Airport

Table 3.7 provides the top 10 destinations to/from CYS and the change since 2014. CYS served 5,687 origin and destination passengers generating $1.7 million in airline revenue in 2015. Since 2014, passengers decreased 43 percent on a 31 percent decrease in seats. With a 10 percent average fare increase, total revenue decreased 37 percent. The top five airport markets included Denver, Houston, Minneapolis, Las Vegas and Dallas.

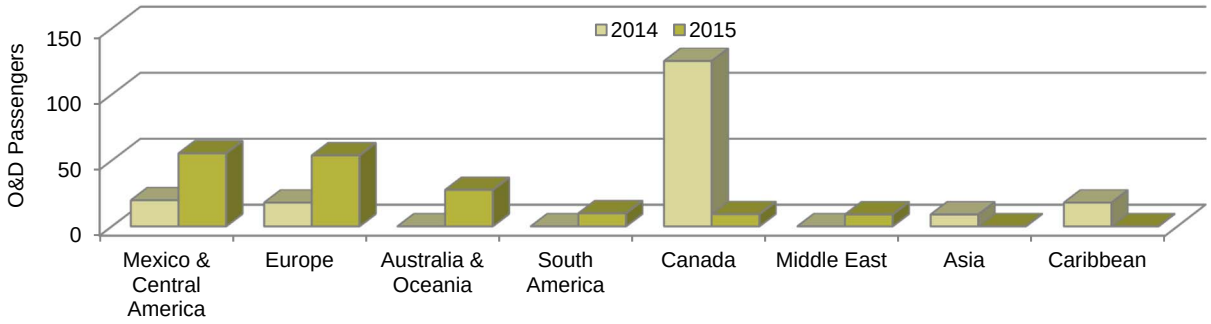
TABLE 3.7 TOP CYS ORIGIN AND DESTINATION PASSENGER MARKETS

		CYS - CY 2015				% CHANGE VS 2014			
RANK	AIRPORT	PAX	% ORIGIN	REV ($)	FARE ($)	PAX	REV	FARE	SEATS
1	Denver, CO	679	45	35,812	53	(43)	(39)	7	(23)
2	Houston, TX (IAH)	244	35	95,756	391	17	11	(5)	-
3	Minneapolis, MN	175	33	47,025	269	(39)	(39)	(0)	-
4	Las Vegas, NV	167	55	38,362	230	44	20	(17)	-
5	Dallas, TX (DFW)	130	21	39,144	300	(0)	(6)	(6)	-
6	Salt Lake City, UT	123	31	41,875	339	(32)	33	95	-
7	Phoenix, AZ (PHX)	120	46	32,052	267	(35)	(14)	33	-
8	Los Angeles, CA	103	46	30,461	295	(49)	(41)	17	-
9	Chicago, IL (ORD)	102	28	44,560	438	(2)	(2)	(0)	-
10	San Diego, CA	83	78	22,759	273	52	90	25	-
Total/Average		**5,687**	**40**	**1,736,633**	**305**	**(43)**	**(37)**	**10**	**(31)**

Source: Diio Mi

Three percent of passengers were destined internationally. International passengers decreased 13 percent from 2014 to 2015. CYS international passengers are shown by region in **Exhibit 3.8**. Mexico and Central America was the largest international region followed by Europe and Australia and Oceania. Canadian travel decreased significantly year-over-year.

EXHIBIT 3.8 CYS TOP INTERNATIONAL REGIONS



Source: Diio Mi

3.3.4 GCC – Gillette-Campbell County Airport

Table 3.8 provides the top 10 destinations to/from GCC and the change since 2014. GCC served 59,451 origin and destination passengers generating $17.6 million in airline revenue in 2015. Since 2014, passengers increased 11 percent on a 21 percent increase in seats. With a 1 percent average fare decrease, total revenue improved 10 percent. The top five airport markets included Denver, Salt Lake City, Phoenix, Dallas and Las Vegas.

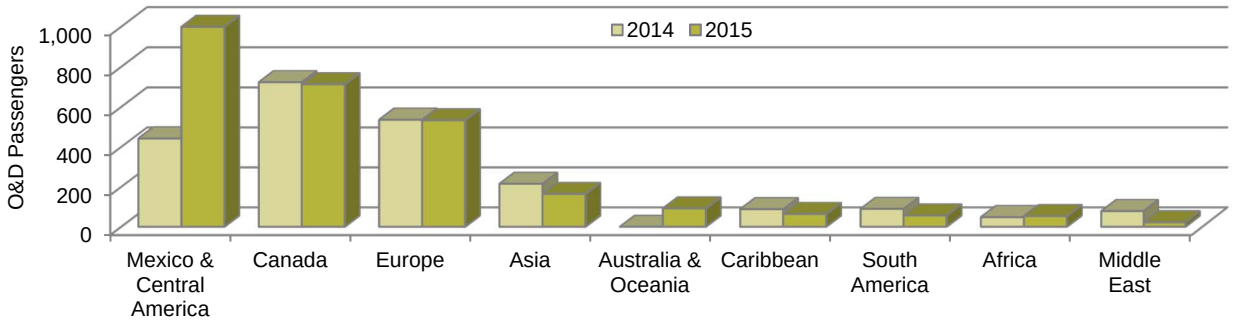
TABLE 3.8 TOP GCC ORIGIN AND DESTINATION PASSENGER MARKETS

		GCC - CY 2015				% CHANGE VS 2014			
RANK	AIRPORT	PAX	% ORIGIN	REV ($)	FARE ($)	PAX	REV	FARE	SEATS
1	Denver, CO	3,998	38	902,901	226	6	7	2	56
2	Salt Lake City, UT	3,784	41	752,909	199	(34)	(25)	14	60
3	Phoenix, AZ (PHX)	3,165	66	716,729	226	38	38	(0)	-
4	Dallas, TX (DFW)	3,157	56	708,488	225	71	42	(17)	-
5	Las Vegas, NV	2,012	88	442,834	220	0	6	6	-
6	Houston, TX (IAH)	1,868	44	640,640	343	(26)	(31)	(7)	-
7	Chicago, IL (ORD)	1,388	54	381,858	275	34	9	(19)	-
8	Orlando, FL (MCO)	1,328	78	378,683	285	12	24	11	-
9	Los Angeles, CA	1,308	49	326,572	250	3	(1)	(4)	-
10	Sacramento, CA	1,241	36	320,474	258	130	142	5	-
Total/Average		**59,451**	**56**	**17,651,425**	**297**	**11**	**10**	**(1)**	**21**

Source: Diio Mi

Five percent of passengers were destined internationally. International passengers increased 21 percent from 2014 to 2015. GCC's international passengers are shown by region in **Exhibit 3.9**. Mexico and Central America was the largest international region followed by Canada and Europe.

EXHIBIT 3.9 GCC TOP INTERNATIONAL REGIONS



Source: Diio Mi

3.3.5 JAC – Jackson Hole Airport

Table 3.9 provides the top 10 destinations to/from JAC. JAC served 580,469 origin and destination passengers generating $174.6 million in airline revenue in 2015, the largest in Wyoming. Since 2014, passengers decreased 2 percent on a 3 percent increase in seats. With a 6 percent average fare increase, total revenue improved 4 percent. The top five airport markets included Chicago, Los Angeles, New York, Dallas and San Francisco. JAC attracts strong visitor traffic in the summer and to a lesser extent for the winter ski season. There is some summer seasonality in the local market but extreme seasonality in visitors that peak with over 1,000 passengers per day during the summer peak and almost 700 during the ski season.

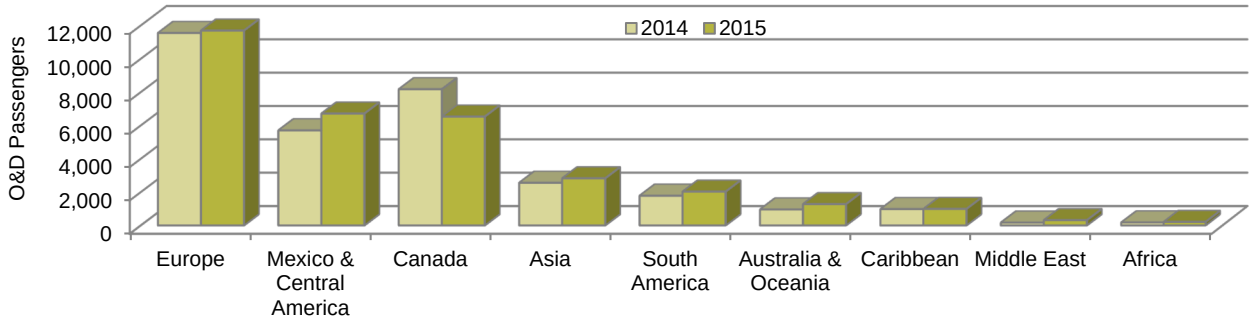
TABLE 3.9 TOP JAC ORIGIN AND DESTINATION PASSENGER MARKETS

		JAC - CY 2015				% CHANGE VS 2014			
RANK	AIRPORT	PAX	% ORIGIN	REV ($)	FARE ($)	PAX	REV	FARE	SEATS
1	Chicago, IL (ORD)	29,195	19	7,912,652	271	(0)	0	0	4
2	Los Angeles, CA	28,500	23	7,102,681	249	11	16	4	27
3	New York, NY (LGA)	25,145	17	8,474,200	337	4	12	8	-
4	Dallas, TX (DFW)	24,349	16	5,550,684	228	(1)	6	7	30
5	San Francisco, CA	23,369	25	5,634,653	241	(1)	7	8	24
6	Newark, NJ	23,141	14	7,938,043	343	40	38	(1)	16
7	Boston, MA	22,768	20	7,198,187	316	(3)	5	8	-
8	Atlanta, GA	20,704	14	5,061,951	244	(3)	1	4	(27)
9	Houston, TX (IAH)	19,422	13	5,153,735	265	3	1	(2)	108
10	Denver, CO	17,512	31	3,477,724	199	(35)	(21)	23	(12)
Total/Average		**580,469**	**22**	**174,617,502**	**301**	**(2)**	**4**	**6**	**3**

Source: Diio Mi

Six percent of passengers were destined internationally. International passengers increased 2 percent from 2014 to 2015. JAC international passengers are shown by region in **Exhibit 3.10**. Europe was the largest international region.

EXHIBIT 3.10 JAC TOP INTERNATIONAL REGIONS



Source: Diio Mi

3.3.6 LAR – Laramie Regional Airport

Table 3.10 provides the top 10 destinations to/from LAR and the change since 2014. LAR served 27,206 origin and destination passengers generating $6.5 million in airline revenue in 2015. Since 2014, passengers increased 6 percent on a 39 percent increase in seats. With a 10 percent average fare increase, total revenue improved 16 percent. The top five airport markets included Denver, Houston, Chicago, Portland and Phoenix.

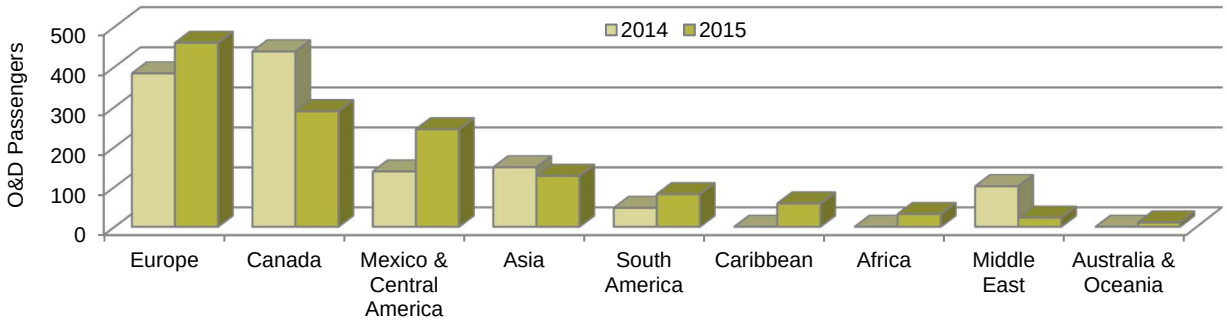
TABLE 3.10 TOP LAR ORIGIN AND DESTINATION PASSENGER MARKETS

		LAR - CY 2015				% CHANGE VS 2014			
RANK	AIRPORT	PAX	% ORIGIN	REV ($)	FARE ($)	PAX	REV	FARE	SEATS
1	Denver, CO	2,178	48	156,620	72	22	10	(10)	39
2	Houston, TX (IAH)	957	57	217,056	227	(4)	2	7	-
3	Chicago, IL (ORD)	898	60	258,843	288	7	36	26	-
4	Portland, OR	869	56	163,668	189	27	12	(11)	-
5	Phoenix, AZ (PHX)	781	64	118,269	151	(23)	(10)	17	-
6	Seattle-Tacoma, WA	780	71	177,728	228	(1)	33	34	-
7	Minneapolis, MN	735	45	148,269	202	31	53	16	-
8	San Francisco, CA	648	57	158,671	245	16	35	16	-
9	Las Vegas, NV	632	76	108,319	171	3	30	26	-
10	Washington, DC (IAD)	596	49	175,869	295	65	71	4	-
Total/Average		**27,206**	**56**	**6,540,113**	**240**	**6**	**16**	**10**	**39**

Source: Diio Mi

Five percent of passengers were destined internationally. International passengers increased 5 percent from 2014 to 2015. LAR international passengers are shown by region in **Exhibit 3.11**. Europe was the largest international region followed by Canada and Mexico and Central America.

EXHIBIT 3.11 LAR TOP INTERNATIONAL REGIONS



Source: Diio Mi

3.3.7 RIW – Riverton Regional Airport

Table 3.11 provides the top 10 destinations to/from RIW and the change since 2014. RIW served 7,300 origin and destination passengers generating $2.1 million in airline revenue in 2015. Since 2014, passengers decreased 56 percent on a 17 percent decrease in seats. With a 14 percent average fare increase, total revenue decreased 49 percent. The top five airport markets included Denver, Phoenix, San Francisco, Minneapolis and Los Angeles.

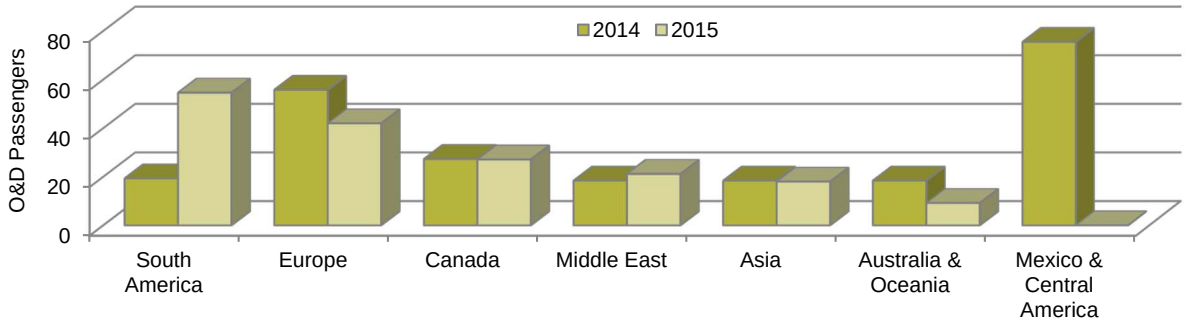
TABLE 3.11 TOP RIW ORIGIN AND DESTINATION PASSENGER MARKETS

		RIW - CY 2015				% CHANGE VS 2014			
RANK	AIRPORT	PAX	% ORIGIN	REV ($)	FARE ($)	PAX	REV	FARE	SEATS
1	Denver, CO	2,817	49	386,987	137	(62)	(60)	5	(36)
2	Phoenix, AZ (PHX)	213	40	72,040	339	(26)	(12)	19	-
3	San Francisco, CA	186	35	74,934	402	(17)	10	32	-
4	Minneapolis, MN	177	10	49,435	280	(23)	(22)	1	-
5	Los Angeles, CA	166	39	47,437	285	(21)	(25)	(4)	-
6	Seattle-Tacoma, WA	152	35	49,333	324	(50)	(47)	7	-
7	Washington, DC (IAD)	147	50	59,103	403	(43)	(40)	7	-
8	Portland, OR	139	54	59,639	430	(36)	(29)	12	-
9	Dallas, TX (DFW)	122	76	36,444	300	(39)	(32)	12	-
10	Ontario, CA	121	39	49,940	412	51	84	22	-
Total/Average		**7,300**	**44**	**2,143,461**	**293**	**(56)**	**(49)**	**14**	**(17)**

Source: Diio Mi

Two percent of passengers were destined internationally. International passengers decreased 26 percent from 2014 to 2015. RIW's international passengers are shown by region in **Exhibit 3.11**. South America was the largest international region followed by Europe and Canada. The Mexico and Central America region decreased significantly on a percentage basis.

EXHIBIT 3.6 RIW TOP INTERNATIONAL REGIONS



Source: Diio Mi

3.3.8 RKS – Rock Springs-Sweetwater County Airport

Table 3.12 provides the top 10 destinations to/from RKS and the change since 2014. RKS served 33,916 origin and destination passengers generating $10.2 million in airline revenue in 2015. Since 2014, passengers decreased 16 percent on a 32 percent decrease in seats. With a 1 percent average fare increase, total revenue decreased 15 percent. The top five airport markets included Denver, Houston, Dallas, Pittsburgh and Minneapolis.

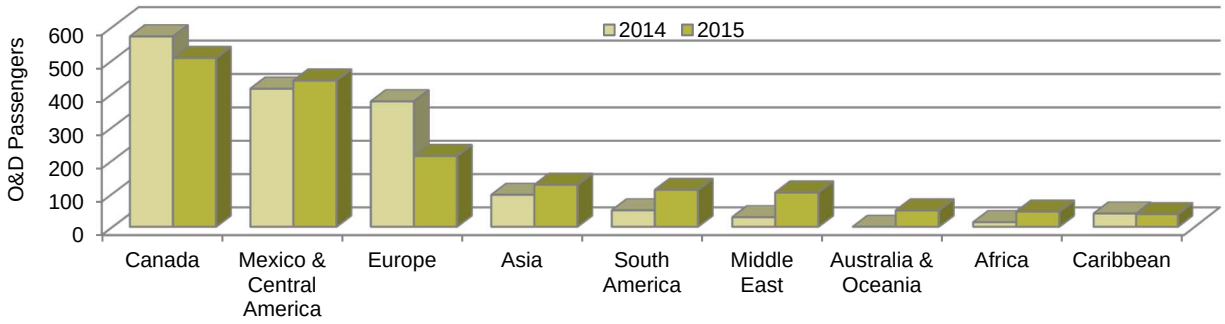
TABLE 3.12 TOP RKS ORIGIN AND DESTINATION PASSENGER MARKETS

		RKS - CY 2015				% CHANGE VS 2014			
RANK	AIRPORT	PAX	% ORIGIN	REV ($)	FARE ($)	PAX	REV	FARE	SEATS
1	Denver, CO	4,108	44	657,589	160	22	23	1	55
2	Houston, TX (IAH)	3,093	37	1,066,654	345	(13)	(26)	(15)	-
3	Dallas, TX (DFW)	1,219	52	292,366	240	(10)	(9)	1	-
4	Pittsburgh, PA	860	40	301,174	350	(7)	(14)	(8)	-
5	Minneapolis, MN	812	44	201,173	248	(14)	(25)	(13)	-
6	Oklahoma City, OK	736	43	222,732	303	(28)	(23)	7	-
7	Las Vegas, NV	733	79	138,118	188	(30)	(19)	16	-
8	Seattle-Tacoma, WA	609	57	149,122	245	(9)	(20)	(13)	-
9	Chicago, IL (ORD)	592	73	177,873	300	25	16	(7)	-
10	Phoenix, AZ (PHX)	586	56	129,100	220	(31)	(35)	(6)	-
Total/Average		**33,916**	**52**	**10,223,311**	**301**	**(16)**	**(15)**	**1**	**(32)**

Source: Diio Mi

Five percent of passengers were destined internationally. International passengers increased 3 percent from 2014 to 2015. RKS's international passengers are shown by region in **Exhibit 3.13**. Canada was the largest international region followed by Mexico and Central America and Europe.

EXHIBIT 3.13 RKS TOP INTERNATIONAL REGIONS



Source: Diio Mi

3.3.9 SHR – Sheridan County Airport

Table 3.13 provides the top 10 destinations to/from SHR and the change since 2014. SHR served 758 origin and destination passengers generating $194,852 in airline revenue in 2015. Since 2014, passengers decreased 96 percent on a 94 percent decrease in seats. With a 3 percent average fare increase, total revenue decreased 96 percent. The top five airport markets included Denver, Houston, Los Angeles, Dallas and New York.

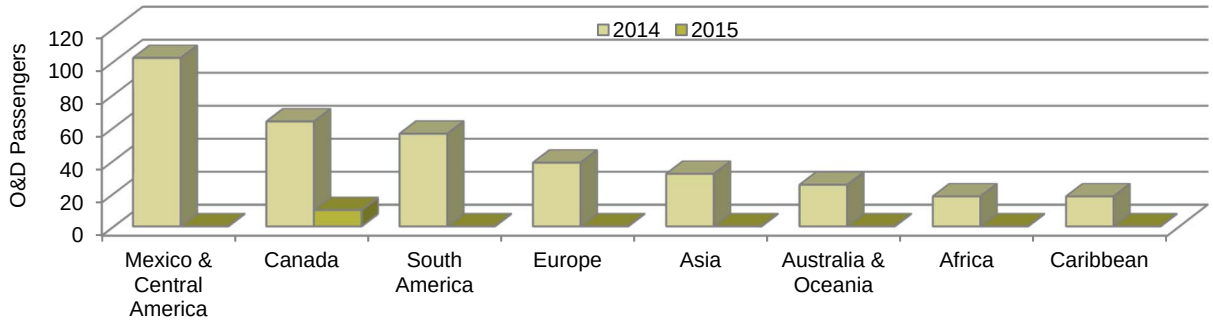
TABLE 3.13 TOP SHR ORIGIN AND DESTINATION PASSENGER MARKETS

		SHR - CY 2015				% CHANGE VS 2014			
RANK	AIRPORT	PAX	% ORIGIN	REV ($)	FARE ($)	PAX	REV	FARE	SEATS
1	Denver, CO	488	49	76,064	156	(96)	(96)	(5)	(93)
2	Houston, TX (IAH)	40	50	22,156	560	(87)	(81)	49	-
3	Los Angeles, CA	28	35	10,384	372	(90)	(88)	15	-
4	Dallas, TX (DFW)	20	0	5,801	293	(91)	(91)	7	-
5	New York, NY (LGA)	20	0	9,286	469	(94)	(92)	21	-
6	Minneapolis, MN	19	100	9,658	511	(74)	(43)	122	-
7	Chicago, IL (ORD)	19	100	4,101	217	(93)	(96)	(37)	-
8	San Diego, CA	19	100	3,761	199	(88)	(91)	(22)	-
9	Salt Lake City, UT	19	0	6,237	330	(87)	(87)	(3)	-
10	San Antonio, TX	18	100	5,931	330	(85)	(86)	(9)	-
Total/Average		**758**	**52**	**194,852**	**257**	**(96)**	**(96)**	**3**	**(94)**

Source: Diio Mi

One percent of passengers were destined internationally. International passengers decreased 97 percent from 2014 to 2015. SHR's international passengers are shown by region in **Exhibit 3.14**. In 2014, Mexico and Central America was the largest international region followed by Canada and South America. The only reported passengers in 2015 were to Canada.

EXHIBIT 3.14 SHR TOP INTERNATIONAL REGIONS



Source: Diio Mi

3.3.10 WRL – Worland Municipal Airport

Table 3.14 provides the top 10 destinations to/from WRL and the change since 2014. WRL served 2,960 origin and destination passengers generating $625,676 in airline revenue in 2015. Since 2014, passengers decreased 49 percent on a 3 percent increase in seats. With a 12 percent average fare increase, total revenue decreased 43 percent. The top five airport markets included Denver, Dallas, Phoenix, Des Moines and Reno.

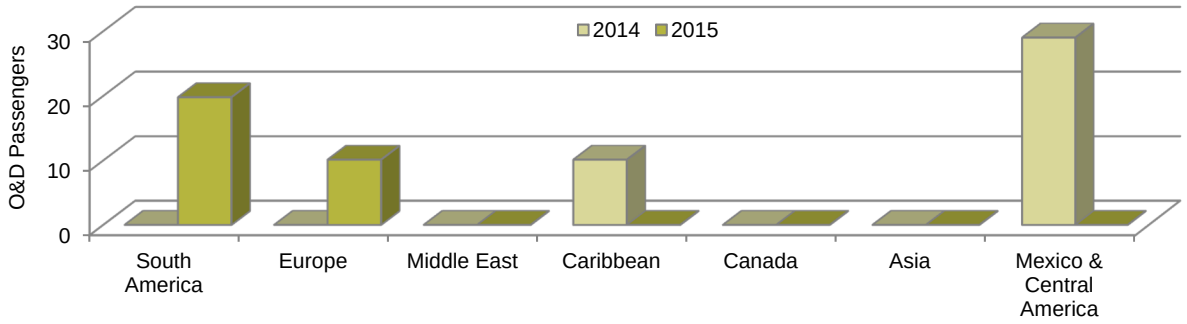
TABLE 3.14 TOP WRL ORIGIN AND DESTINATION PASSENGER MARKETS

		WRL - CY 2015				% CHANGE VS 2014			
RANK	AIRPORT	PAX	% ORIGIN	REV ($)	FARE ($)	PAX	REV	FARE	SEATS
1	Denver, CO	2,118	40	322,417	152	(55)	(56)	(2)	70
2	Dallas, TX (DFW)	88	56	21,993	250	771	617	(18)	-
3	Phoenix, AZ (PHX)	58	33	23,408	400	-	-	-	-
4	Des Moines, IA	53	41	26,838	508	-	-	-	-
5	Reno, NV	41	100	10,143	245	-	-	-	-
6	Tucson, AZ	32	0	11,059	341	50	184	90	-
7	San Francisco, CA	30	67	9,827	324	(41)	(47)	(10)	-
8	Birmingham, AL	23	100	7,652	327	-	-	-	-
9	Bakersfield, CA	22	100	18,326	830	2	71	67	-
10	Philadelphia, PA	21	0	5,672	271	-	-	-	-
Total/Average		**2,960**	**43**	**625,676**	**211**	**(49)**	**(43)**	**12**	**3**

Source: Diio Mi

One percent of passengers were destined internationally. International passengers decreased 24 percent from 2014 to 2015. WRL's international passengers are shown by region in **Exhibit 3.15**. South America was the largest international region followed by Europe. No other regions were represented in 2015.

EXHIBIT 3.15 WRL TOP INTERNATIONAL REGIONS



Source: Diio Mi

3.4 Summary of SWOT Determinations

Table 3.15 provides a summary of each of the SWOT factors.

TABLE 3.15 SUMMARY OF SECTION 3 SWOT

ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
3.1 Passenger Trends in Wyoming	Compared to 2005, Wyoming's passengers have increased significantly, surpassing the national trend.	Most recently, Wyoming's passengers have declined while nationally passengers have increased.
	The percentage of international travel in Wyoming has steadily increased over the past 10 years.	A low percent origin for the state indicates a high likelihood of higher leisure travel versus business travel which can depress the average fare.
	Wyoming has strong visitor travel to JAC and COD creating seasonal opportunities.	Wyoming has the second smallest originating local market and the fourth smallest number of visitors by air.
3.2 Passenger Trends by Wyoming Region	In the past 10 years, the Central, Northeast and Southwest regions showed passenger growth, with the highest percentage growth in the Central and Southwest regions.	From 2014 to 2015, all regions in Wyoming experienced declining passengers.
3.3 Top Origin and Destination Markets	JAC, CPR, COD, GCC, RKS and LAR have shown strong growth in passengers over the past 10 years.	Year-over-year, seven out of 10 Wyoming airports had declining passengers.
	International growth to/from Wyoming has been strong across all international regions.	Canadian travel has declined from 2014 to 2015.

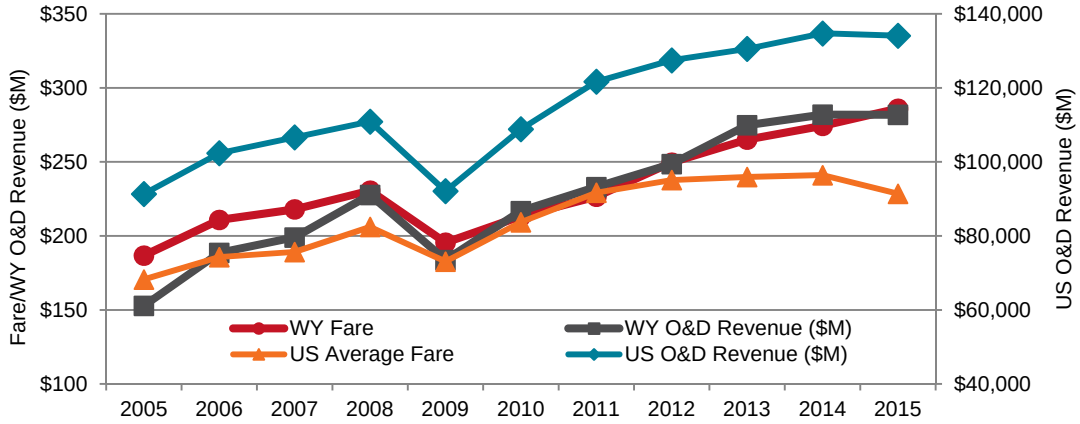
Section 4. Air Service Performance

This section assesses the performance of existing air service based on airfares, load factor trends and unit revenue (i.e. revenue per available seat mile (RASM)) comparisons to indicate if additional capacity is needed or if the current service is at risk.

4.1 Revenue and Fare Trends

Exhibit 4.1 shows the trend from 2005 through 2015 for the state of Wyoming compared to the national average. Since 2005, Wyoming's origin and destination revenue increased 84 percent on a 53 percent increase in the average fare. Comparatively, nationally revenue increased 47 percent on a 34 percent increase in fare. From 2010 to 2015, revenue also increased with fares increasing by 34 percent in Wyoming and revenue increasing 30 percent while nationally fares increased 9 percent and revenue increased 23 percent. More recently, since 2014, fares continued to increase in Wyoming at 4 percent with no change in revenue while fares decreased nationally by 5 percent, partially due to the growth of ultra low-cost carrier capacity nationally.

EXHIBIT 4.1 REVENUE AND FARE TRENDS



Source: Diio Mi

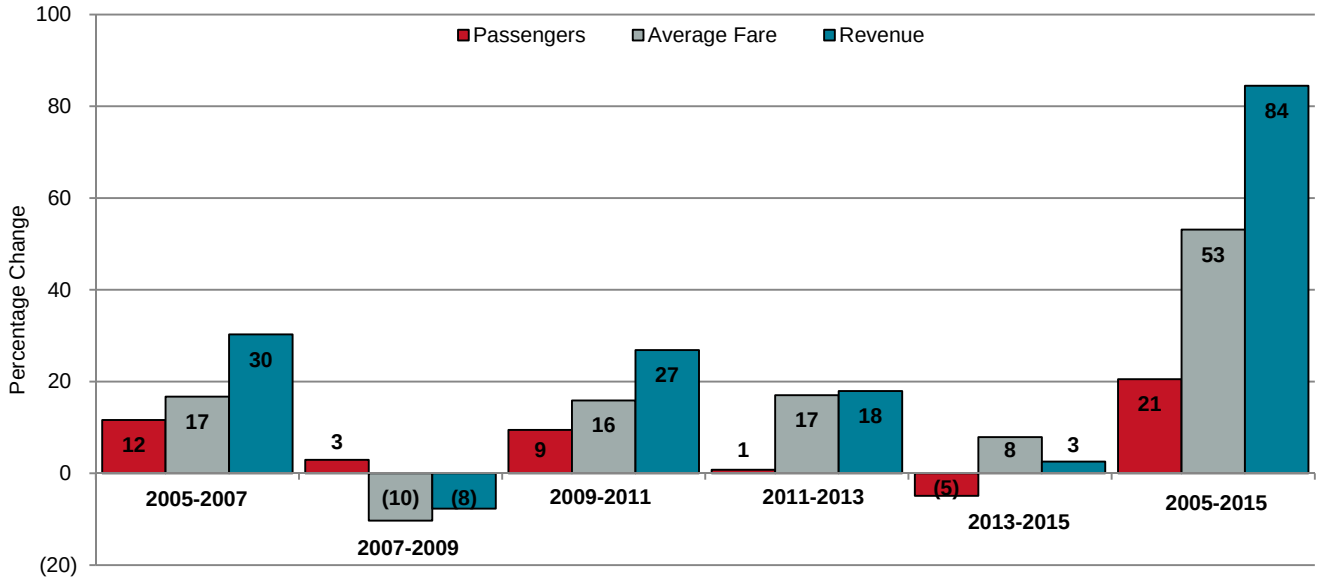
Wyoming Growth Since 2005
Since 2005, Wyoming's passengers grew 21 percent and fares climbed 53 percent, creating an 84 percent improvement in airline revenue; however, results varied significantly from airport-to-airport.

Exhibit 4.2 summarizes these changes over time including the change in passengers from the previous section to show the comparison in trends. Wyoming experienced the greatest growth in the 2005 to 2007 time band with revenue growing 30 percent on a 12 percent increase in passengers and 17 percent increase in fares. Similarly from 2009 to 2011 and from 2011 to 2013, revenue increased on passenger and fare improvement but at a lesser percentage change.

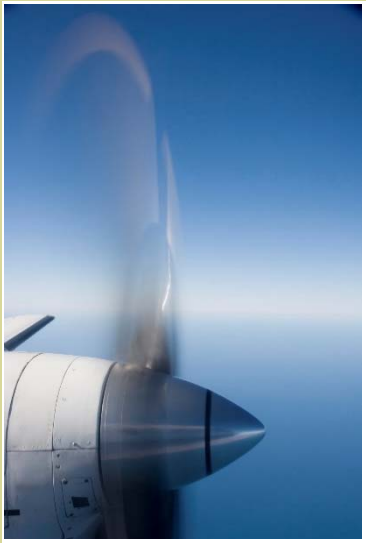
From 2007 to 2009, while still a time of growth in passengers, fares dropped 10 percent creating an 8 percent decrease in revenue. In the last time band, since 2013, passengers dropped 5 percent but with an 8 percent increase in fares, revenue still improved by 3 percent.

Compared to the national average change, many of the time bands followed similar trends to the national average with Wyoming often exceeding the percentage change but still trending the same. An exception was in 2007 to 2009 – Wyoming's passengers increased while passengers nationally decreased by 11 percent. Conversely, from 2013 to 2015, while Wyoming's passengers decreased, nationally passengers increased by 8 percent.

EXHIBIT 4.2 SUMMARY OF WYOMING PASSENGER, REVENUE AND FARE CHANGES



Source: Diio Mi



Airfare and airline revenue changes at individual Wyoming airports are shown in **Table 4.1**. Since 2005, airfares increased at each of the Wyoming airports, with several increasing by more than 50 percent. The change since 2010 was also significant with all airports increasing by double digit percentages compared to only 9 percent nationally. Most recently, year-over-year fares increased at all airports except for GCC which experienced a slight fare reduction by 1 percent. These trends are counter to the US trend that saw a 5 percent decrease in fares since 2014.

Airline revenue for several Wyoming airports has seen similar growth as fares with the exception of RIW, CYS, WRL and SHR. Revenue improvement is being driven by the combination of fares and passengers with passengers improving similarly. Airline revenue has dropped at RIW, CYS, WRL and SHR by significant percentages due to the decline in passengers. Fare growth in these markets could not counter the negative impact of declining passengers on airline revenue.

TABLE 4.1 CHANGES IN FARES AND REVENUE AT WYOMING AIRPORTS

	AVERAGE FARE ($)				% CHANGE 2015 VS			O&D REVENUE ($000s)				% CHANGE 2015 VS		
AIRPORT	2005	2010	2014	2015	2005	2010	2014	2005	2010	2014	2015	2005	2010	2014
JAC	189	219	285	301	59	38	6	85,382	123,368	167,859	174,618	105	42	4
CPR	187	208	248	250	34	20	1	28,223	33,336	50,518	50,576	79	52	0
GCC	234	210	299	297	27	41	(1)	6,977	13,138	16,034	17,651	153	34	10
COD	178	202	264	269	51	33	2	8,714	11,203	16,943	17,607	102	57	4
RKS	205	202	299	301	47	50	1	5,999	8,600	12,034	10,223	70	19	(15)
LAR	173	193	219	240	39	25	10	3,308	3,014	5,619	6,540	98	117	16
RIW	186	212	257	293	58	38	14	4,405	7,546	4,223	2,143	(51)	(72)	(49)
CYS	205	195	277	305	49	57	10	5,270	7,471	2,760	1,737	(67)	(77)	(37)
WRL	152	188	189	211	39	13	12	1,735	1,931	1,107	626	(64)	(68)	(43)
SHR	107	220	249	257	139	17	3	3,179	7,485	5,121	195	(94)	(97)	(96)
WY	**187**	**213**	**274**	**286**	**53**	**34**	**4**	**153,192**	**217,093**	**282,218**	**281,916**	**84**	**30**	**(0)**
US	171	209	241	229	34	9	(5)	91,346	108,845	134,720	134,088	47	23	(0)

Source: Diio Mi; Note: US O&D Revenue shown in millions.

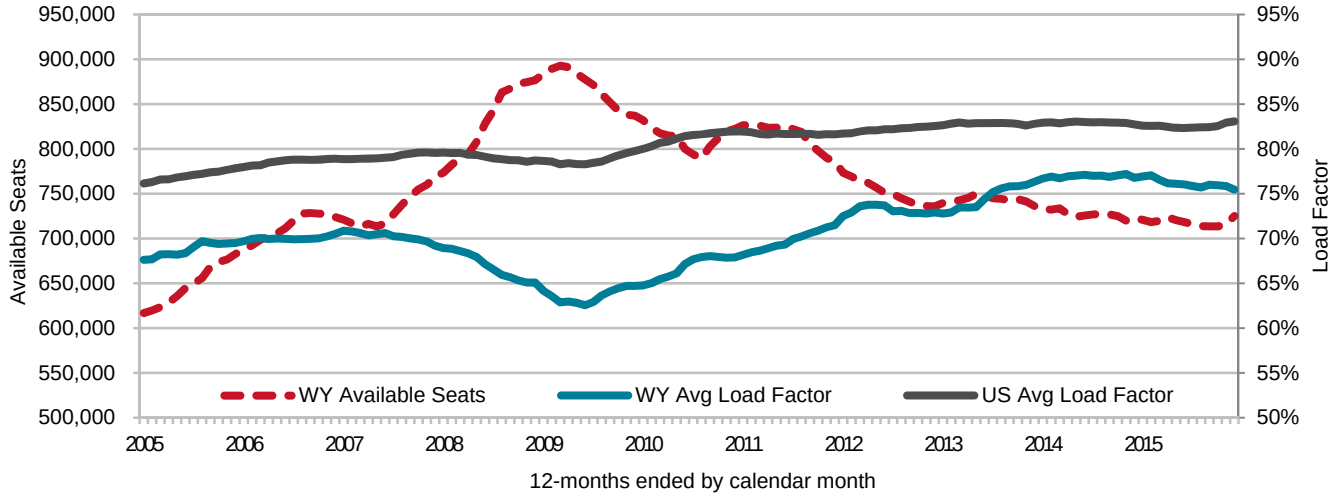
The absolute fare for Wyoming airports compared to the national average is notable. **Wyoming on average has a fare in 2015 25 percent higher than the national average.** The difference is exacerbated on an individual airport basis. Five Wyoming airports, JAC, GCC, RKS, RIW and CYS, exceed the national average by 25 percent or more, with CYS the highest at 34 percent above the national average. WRL is the only airport that does not exceed the national average due to the skewing of local fares in the data.

Fare growth, while not viewed positively by air travelers, is a strength of the Wyoming market creating a higher level of airline revenue to assist in airline profitability. However, the declining passengers have created drops in airline revenue at several Wyoming airports that put the services in danger.

4.2 Load Factor Trends

Exhibit 4.3 provides Wyoming's available seats and load factors (i.e., percent of seats sold) for departures on a 12-month ended basis compared to the US national average load factor to show fluctuations over time since 2005. Available seats for the state of Wyoming peaked in 2009 while at the same time the average load factor hit the lowest of the 10-year period. Since that time, while seats have declined, Wyoming's average load factor steadily increased until the most recent year end. For 2015, the average Wyoming load factor was 75 percent, 1 percentage point lower than 2014. Comparatively, the US national average load factor has consistently been above Wyoming's average, with a dip in 2009. Since then, the national average load factor has slowly but steadily increased.

EXHIBIT 4.3 LOAD FACTOR AND AVAILABLE SEATS



Source: Diio Mi

Of more importance in assessing air service performance are load factors on an airport basis by hub and airline. **Table 4.2**, next page, provides a review of the average load factor by hub and airline for the last 12 calendar quarters for each of the Wyoming airports.

TABLE 4.2 LOAD FACTOR BY AIRPORT/AIRLINE/HUB (NON-DIRECTIONAL)

WY AIRPORT	AIRLINE	HUB	2013				2014				2015				CHANGE 2015 VS 2014			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
COD	Delta	SLC	47	71	86	69	57	76	82	78	57	81	82	79	(0)	5	(0)	0
	United	DEN	77	79	86	82	76	82	75	83	77	84	82	78	1	2	7	(5)
		ORD							79				80				1	
	COD Average		**64**	**76**	**86**	**77**	**68**	**80**	**78**	**81**	**68**	**83**	**82**	**78**	**(0)**	**3**	**4**	**(3)**
CPR	Allegiant	AZA	78	75														
		LAS	81	83	86	80	82	83	87	75	80	78	74	75	(1)	(6)	(13)	(0)
	Delta	SLC	55	68	75	74	65	78	83	68	72	69	74	71	7	(10)	(9)	2
	United	DEN	63	71	74	77	75	76	78	81	78	69	74	74	3	(7)	(4)	(7)
	CPR Average		**69**	**74**	**76**	**77**	**75**	**79**	**81**	**75**	**77**	**71**	**74**	**73**	**2**	**(7)**	**(7)**	**(2)**
CYS	Great Lakes	DEN	38	45	47	47	49	37	31	27	23	23	22	19	(26)	(14)	(10)	(8)
	CYS Average		**33**	**40**	**42**	**40**	**38**	**33**	**63**	**29**	**23**	**32**	**28**	**19**	**(14)**	**(1)**	**(35)**	**(10)**
GCC	Delta	SLC	43	59	63	62	52	61	69	67	44	44	45	41	(8)	(17)	(24)	(26)
	United	DEN	64	73	71	76	72	72	60	66	60	65	68	70	(12)	(7)	8	4
	GCC Average		**54**	**64**	**63**	**66**	**60**	**64**	**61**	**64**	**53**	**56**	**59**	**58**	**(7)**	**(8)**	**(3)**	**(6)**
JAC	American	DFW	78	85	91	79	81	82	87	75	81	82	91	71	0	1	4	(4)
		ORD		84	94			81	89			86	95	69		5	6	
	Delta	ATL	86	95	93	89	85	92	92	74	85	87	85	78	(0)	(5)	(7)	3
		LAX				67	66		69	70	62	73	67	71	(4)	73	(2)	2
		MSP	87		93	79	79	86	89	68	77	89	88	69	(2)	3	(2)	1
		SEA					44				49			57	5			
		SLC	80	79	87	71	72	83	82	77	75	80	80	73	3	(4)	(2)	(4)
	Frontier	DEN	76	86	90		67	87	90									
	United	DEN	75	80	78	74	72	79	72	77	72	76	76	70	(0)	(4)	4	(7)
		EWR	81			68	78			71	81			76	3			4
		IAD								58	78			64				6
		IAH		82	82		78	86	84	75	68	80	73	67	(10)	(6)	(11)	(8)
		LAX	64		71	67	68		71	70	62	45	68	71	(6)		(3)	2
		ORD	78	92	87	73	75	86	85	80	73	84	85	74	(1)	(2)	0	(5)
		SFO	63		87	73	74		74	61	73	47	78	75	(1)		4	15
	JAC Average		**78**	**84**	**86**	**75**	**77**	**84**	**83**	**73**	**76**	**80**	**83**	**71**	**(1)**	**(4)**	**(0)**	**(2)**
LAR	United	DEN	50	56	61	62	55	57	61	62	43	40	48	51	(11)	(16)	(13)	(11)
	LAR Average		**50**	**56**	**62**	**62**	**55**	**58**	**61**	**62**	**43**	**40**	**48**	**51**	**(11)**	**(18)**	**(13)**	**(11)**
RIW[6]	Great Lakes	DEN	53	56	54	54	48	52	56	51	49	52	33	30	1	(0)	(23)	(21)
	RIW Average		**51**	**54**	**54**	**54**	**48**	**49**	**50**	**44**	**43**	**45**	**28**	**26**	**(5)**	**(4)**	**(21)**	**(18)**
RKS	Delta	SLC	45	57	57	59	52	51	58	76	62				10			
	United	DEN	57	62	55	59	56	62	52	58	49	51	53	52	(7)	(11)	1	(6)
	RKS Average		**51**	**58**	**54**	**56**	**52**	**56**	**54**	**60**	**49**	**51**	**53**	**52**	**(3)**	**(5)**	**(0)**	**(7)**
SHR[7]	Great Lakes	DEN	43	49	57	54	46	47	49	36	30				(16)			
	SHR Average		**43**	**49**	**57**	**54**	**46**	**47**	**49**	**36**	**30**				**(16)**			
WRL[8]	**WRL Average**		**21**	**28**	**34**	**32**	**25**	**12**	**10**	**12**	**11**	**9**	**10**	**7**	**(14)**	**(3)**	**(0)**	**(5)**

Source: Diio Mi; Note: Intra-Wyoming service not included in the details; however, it is included in the airport averages.

[7] SHR lost scheduled commercial air service in March 2015. In November 2015, Denver Air Connection, a public charter company based out of Centennial, CO, began daily service to Denver. Denver Air Connection also added service to RIW in July 2016. Denver Air Connection is not required to report under the US DOT guidelines and, as such, data is not available through Diio Mi.

The following observations were made for each Wyoming commercial service airport:

- **COD**: COD had one of the highest load factors on average of any of the Wyoming airports in 2015. Load factors were stronger in the second through fourth quarters averaging 83 to 78 percent. First quarter load factors were low, particularly for Delta at Salt Lake City. Load factors were comparable in the second through fourth quarters at Delta's Salt Lake City hub and United's Denver hub, improving quarter-over-quarter in 2015 for the second and third quarters compared to 2014. Overall, load factors appear steady with some improvement and no area of concern.
- **CPR**: CPR's load factors have averaged in the 70s for most of the 12 quarters shown. Quarter-over-quarter in 2015, nearly all service had load factor declines in the second through fourth quarters. Of concern are the double digit declines in the load factor for Allegiant at Las Vegas in the third quarter 2015 and Delta at Salt Lake City in the second quarter 2015. In general, the focus at CPR should be on improving load factors and restoring to 2014 levels and above.
- **CYS**: Great Lakes' service at CYS has declined precipitously. Much of the significant decline in load factor relates to Great Lakes limiting available seats to just nine seats after the pilot regulatory changes (load factors are still calculated on a 19-seat aircraft). However, even after this change, load factors continue to decline falling to just 19 percent in the fourth quarter 2015.
- **GCC**: Overall, GCC's load factors declined in each quarter of 2015 compared to 2014. The changes differ by hub however. Delta's Salt Lake City hub has declined significantly, with double digit declines in every quarter except the first quarter. United's Denver hub fared better. Denver's average load factor declined in the first and second quarters but improved in the third and fourth quarters. The significant decline in the Salt Lake City load factor is concerning.
- **JAC**: JAC is currently served by three airlines. Frontier Airlines previously served the market and loads were strong in the second and third quarters historically. American's service to Dallas and Chicago did well, particularly in the second and third quarters, with quarter-over-quarter improvement in most of 2015. Delta's service was mixed with some improvement in the fourth quarter 2015 but mostly declining load factors in the first through third quarters. Delta's Seattle load factor remained low in 2015. United's load factor results were mixed as well with some improvement at Newark, Washington Dulles, Los Angeles and San Francisco but declining loads at Denver, Houston, and Chicago. Overall, JAC's load factors declined in every quarter on average in 2015.

[8] *WRL service provided over RIW and CYS with Denver as the ultimate hub.*

- **LAR:** In 2015, United's Denver service upgraded from 30-seat turboprops to 50-seat regional jets, increasing capacity by 67 percent. Not surprising, load factors have dropped with the increase in available seats but not at the same rate. Generally, the market is still trying to absorb that additional capacity.
- **RIW**: RIW's load factors were impacted similarly as CYS with Great Lakes' reduction in the seating capacity on the Beechcraft aircraft from 19 to nine seats. Load factors have suffered double digit declines.
- **RKS**: Delta's Salt Lake City service ended in early 2015. The load factor to Salt Lake City, however, for the one month of service in 2015 increased significantly over 2014. United's Denver service was upgraded to the 50-seat regional jet in February 2015. The market has responded fairly well to the increased capacity.
- **SHR**: SHR's Great Lakes service ended in March 2015 leaving the market without scheduled air service until Denver Air Connection began charter service in November (does not report traffic in Diio Mi). Prior to cessation of service, load factors dropped significantly due to Great Lakes reduction in seating capacity in September 2014.
- **WRL**: WRL's service to Denver was provided via one-stop service over RIW and CYS and supported by the EAS program. Great Lakes reduced seating capacity at WRL as well to just nine seats. The service was performing extremely poor with load factors less than 20 percent since the first quarter 2014. Changes to the level of ridership would have needed to occur for WRL to continue under the EAS program.

4.3 RASM Performance

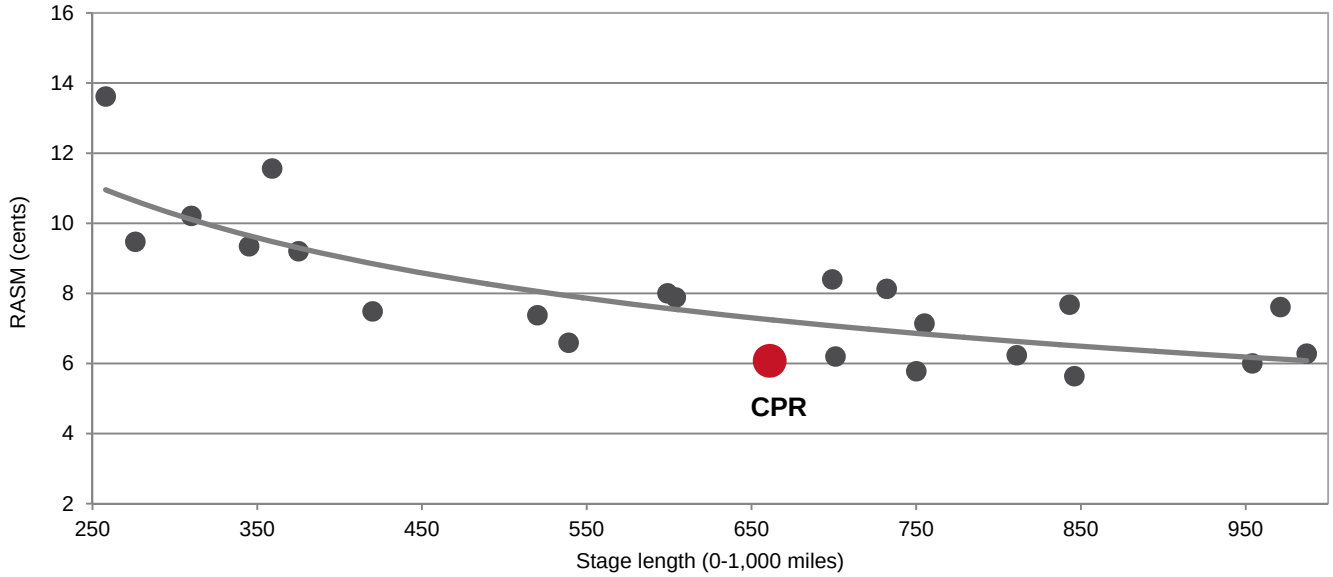
RASM is the unit revenue (i.e. revenue divided by available seat miles) generated and is a key indicator to understanding and comparing performance of multiple stations/markets. Each airline that serves Wyoming, including Allegiant, American, Delta, Great Lakes and United, is included in this subsection. The charts plot the RASM by market at each hub against the stage length of the service. A trend line is provided to show the average RASM for the stage lengths selected. A market above the trend line is considered to be performing above average and a market below the trend line is generally considered to be performing below average. The Wyoming airport load factor compared to the hub average is also discussed as part of the performance indicator.

CPR Service May Be At Risk
With below average RASM and load factor as well as negative trends compared to 2014, CPR's Las Vegas service may be at risk.

4.3.1 Allegiant Air

Allegiant provided service at CPR on a less than daily basis to Las Vegas, generally with two weekly roundtrips with some additional seasonal lift in December. **Exhibit 4.4** shows the RASM for markets served by Allegiant to Las Vegas plotted against the stage length (under 1,000 miles). CPR's RASM of 6.1 cents at a stage length of 661 miles was below the market average. Compared to 2014, CPR's RASM was down 1.4 cents or 19 percent. CPR's Las Vegas load factor of 77 percent was significantly below Allegiant's Las Vegas average of 88 percent. Based on the information available, CPR's Las Vegas service is underperforming and may be at risk. It should be noted that ancillary revenue is not included for any of the Las Vegas markets.

EXHIBIT 4.4 ALLEGIANT AIR LAS VEGAS (LAS) RASM PERFORMANCE



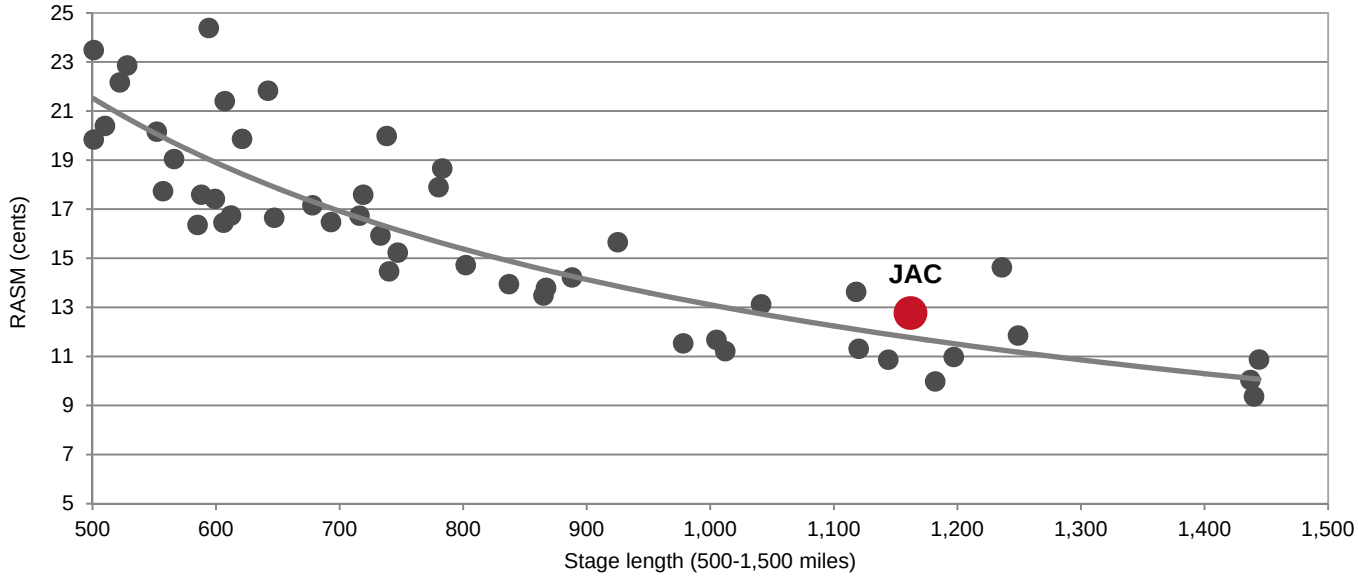
Source: Diio Mi, CY 2015

4.3.2 American Airlines

American served JAC to Chicago O'Hare and Dallas/Ft. Worth in 2015. Dallas service was provided for most of the year with service interruptions in April/May and October/November with one to two daily roundtrips. Chicago service was provided seasonally, once weekly from June through September and in December. RASMs at each hub are discussed below.

JAC's RASM at American's Chicago O'Hare hub was above average for American for the third quarter 2015. **Exhibit 4.5** shows the RASM for markets served by American to Chicago plotted against the stage length (500 to 1,500 miles). JAC had a RASM of 12.8 cents at a stage length of 1,162 miles. Compared to 2014, JAC's RASM was down slightly from 13.1 cents. JAC's Chicago load factor of 95 percent was significantly above American's Chicago average of 87 percent. Load factor improved since 2014 by nearly six points. This positive market performance on both a RASM and load factor basis likely led to the significant increase in service being offered from JAC to Chicago in 2016.

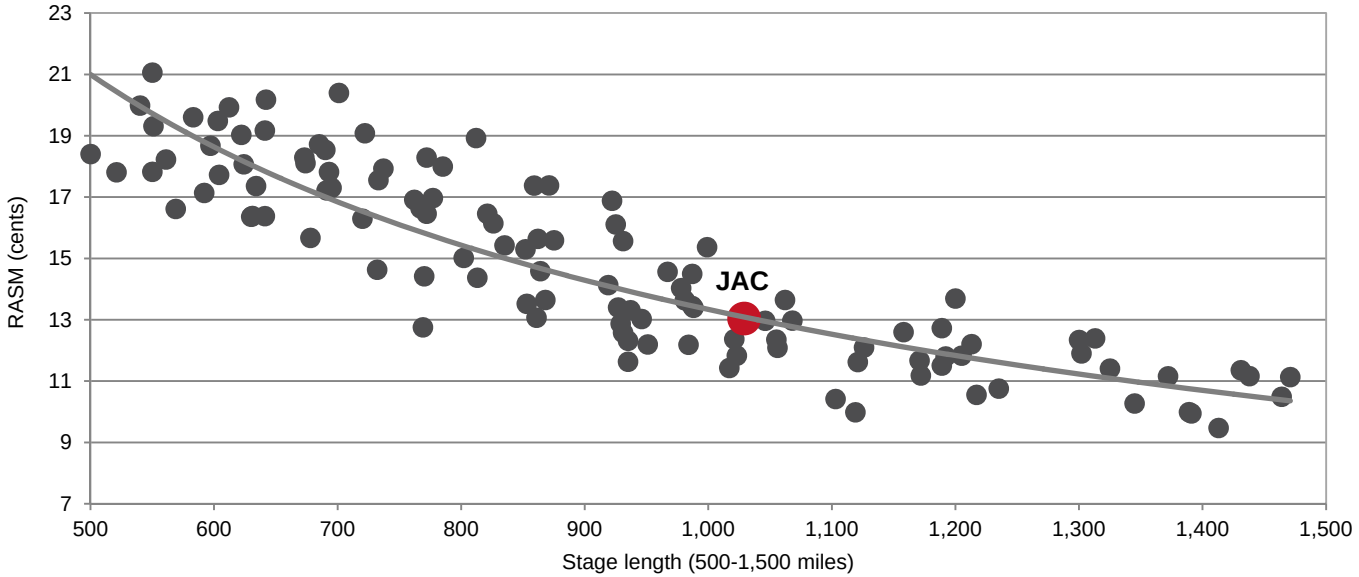
EXHIBIT 4.5 AMERICAN CHICAGO (ORD) RASM PERFORMANCE (3Q 2015 ONLY)



Source: Diio Mi, 3Q 2015

JAC's RASM at American's Dallas-Fort Worth hub was at American's average. **Exhibit 4.6** shows the RASM for markets served by American to Dallas plotted against the stage length (500 to 1,500 miles). JAC had a RASM of 13.0 cents at a stage length of 1,046 miles. Compared to 2014, JAC's RASM was up from 12.1 cents. JAC's Dallas load factor of 85 percent was at American's Dallas average of 85 percent. This solid market performance supported the 27 percent increase in flights/seats for the first nine months of 2016.

EXHIBIT 4.6 AMERICAN DALLAS/FT. WORTH (DFW) RASM PERFORMANCE



Source: Diio Mi, CY 2015

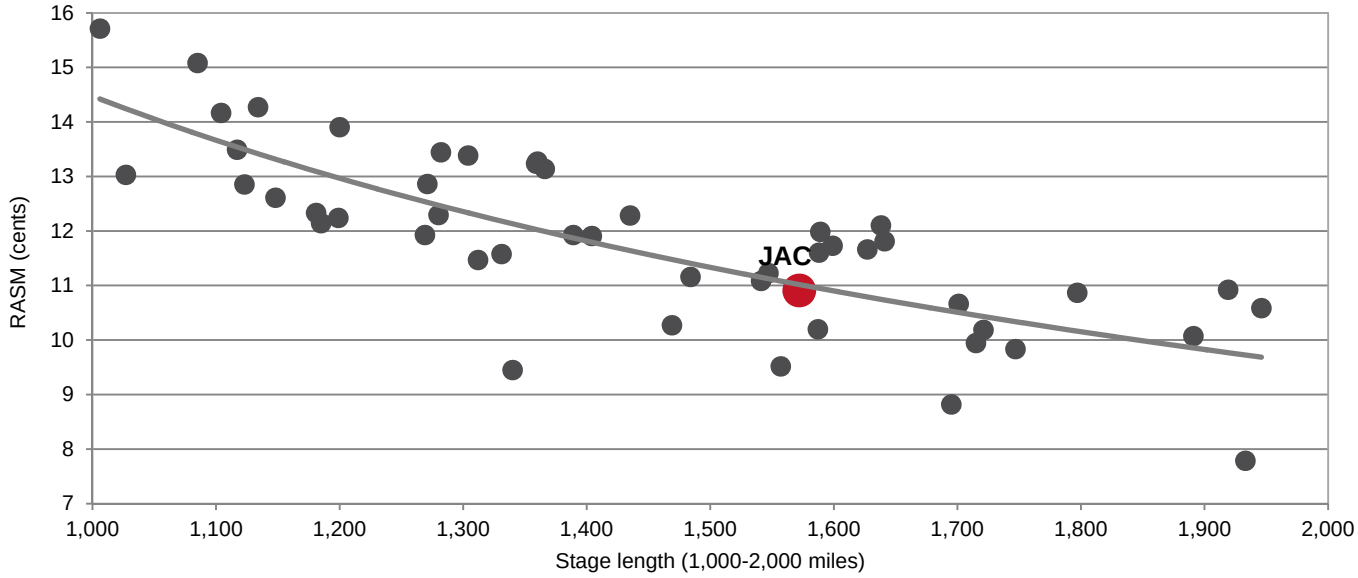
Solid Atlanta RASM Performance
While the RASM and load factor decreased year-over-year compared to 2014, JAC's Atlanta RASM performance was at the Atlanta average.

4.3.3 Delta Air Lines

Delta served COD, CPR, GCC and JAC to Salt Lake City in 2015. Delta also provided seasonal service at JAC to Atlanta, Los Angeles, Minneapolis and Seattle. Salt Lake City service was provided daily to COD and GCC, twice daily to CPR and three times daily to JAC. Atlanta, Los Angeles and Minneapolis service was generally provided once weekly to JAC with the exception of April, May, October and November and some peak season lift with additional frequency. Seattle service was provided once weekly in January, February, March and December. RASMs at each hub are discussed below.

Exhibit 4.7 shows the RASM for markets served by Delta to Atlanta plotted against the stage length (1,000 to 2,000 miles). JAC had a RASM of 10.9 cents at a stage length of 1,572 miles which was at Delta's average at that stage length. Compared to 2014, JAC's RASM declined slightly from 11.7 cents. JAC's Atlanta load factor of 84 percent was 4 percentage points less than Delta's average Atlanta load factor and loads decreased nearly 4 percentage points since 2014.

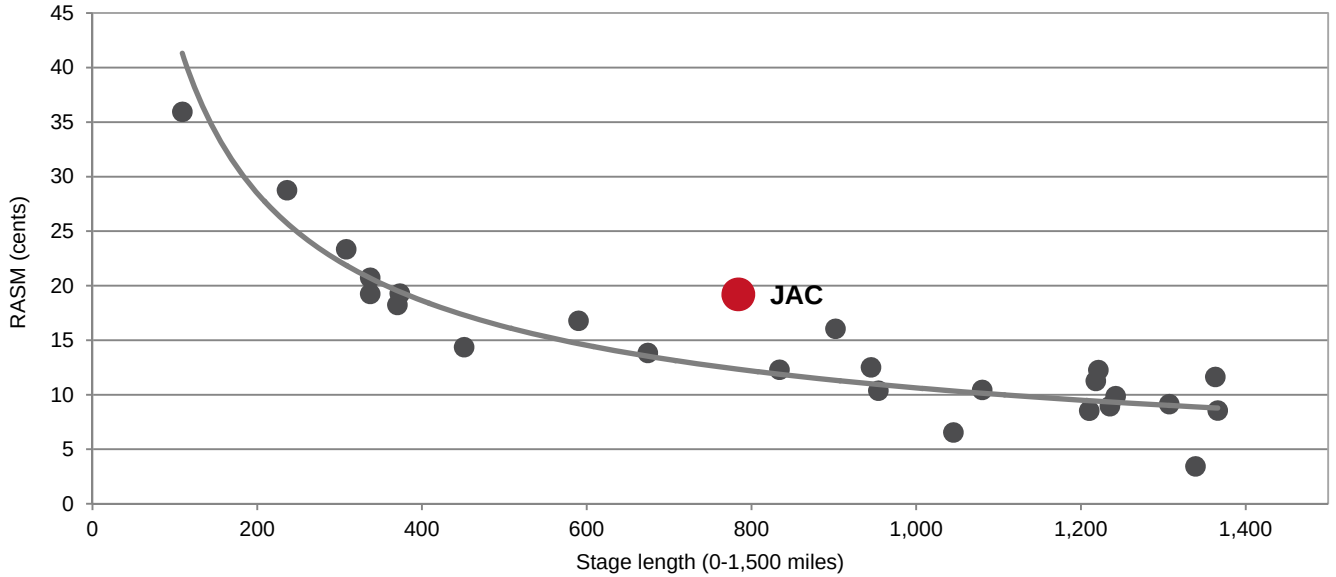
EXHIBIT 4.7 DELTA ATLANTA (ATL) RASM PERFORMANCE



Source: Diio Mi, CY 2015

Exhibit 4.8 shows the RASM for markets served by Delta to Los Angeles plotted against the stage length (0 to 1,500 miles). JAC had a RASM of 19.2 cents at a stage length of 784 miles. JAC performed well above average for Delta at Los Angeles. Compared to 2014, JAC's Los Angeles RASM was down slightly from 19.9 cents. On a load factor basis, JAC's Los Angeles load factor of 68 percent was well below Delta's Los Angeles average of 86 percent indicating that high fares are offsetting the RASM impact from lower than average load factors. Loads decreased 1 percentage point over 2014. While the RASM appears above average, the lower than average load factor may be a contributor to Delta reducing flights to Los Angeles by 17 percent from January through September 2016.

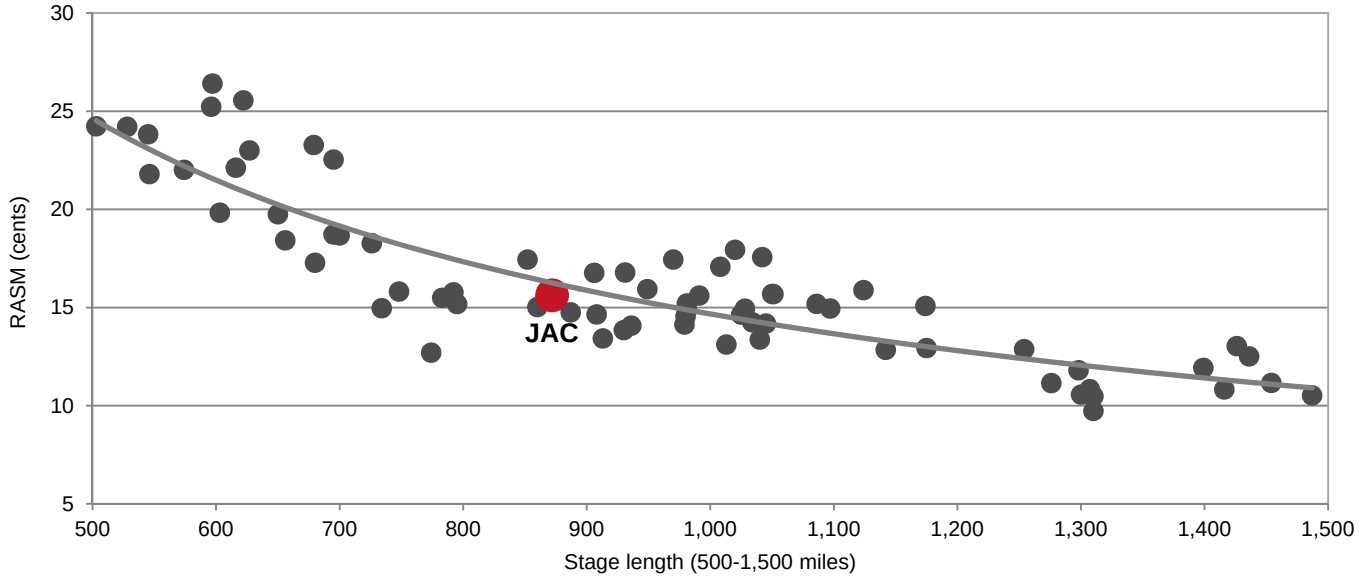
EXHIBIT 4.8 DELTA LOS ANGELES (LAX) RASM PERFORMANCE



Source: Diio Mi, CY 2015

Exhibit 4.9 shows the RASM for markets served by Delta to Minneapolis plotted against the stage length (500 to 1,500 miles). JAC had a RASM of 15.6 cents at a stage length of 872 miles. Of the markets in the comparison range, JAC performed just below average for Delta at Minneapolis. JAC's Minneapolis RASM was up from 14.9 cents in 2014. On a load factor basis, JAC's Minneapolis load factor of 85 percent was just 1 percentage point below Delta's Minneapolis average of 86 percent. The load factor remained steady since 2014. Delta has scheduled a 15 percent reduction in flights and 10 percent reduction in seats for January through September 2016.

EXHIBIT 4.9 DELTA MINNEAPOLIS (MSP) RASM PERFORMANCE

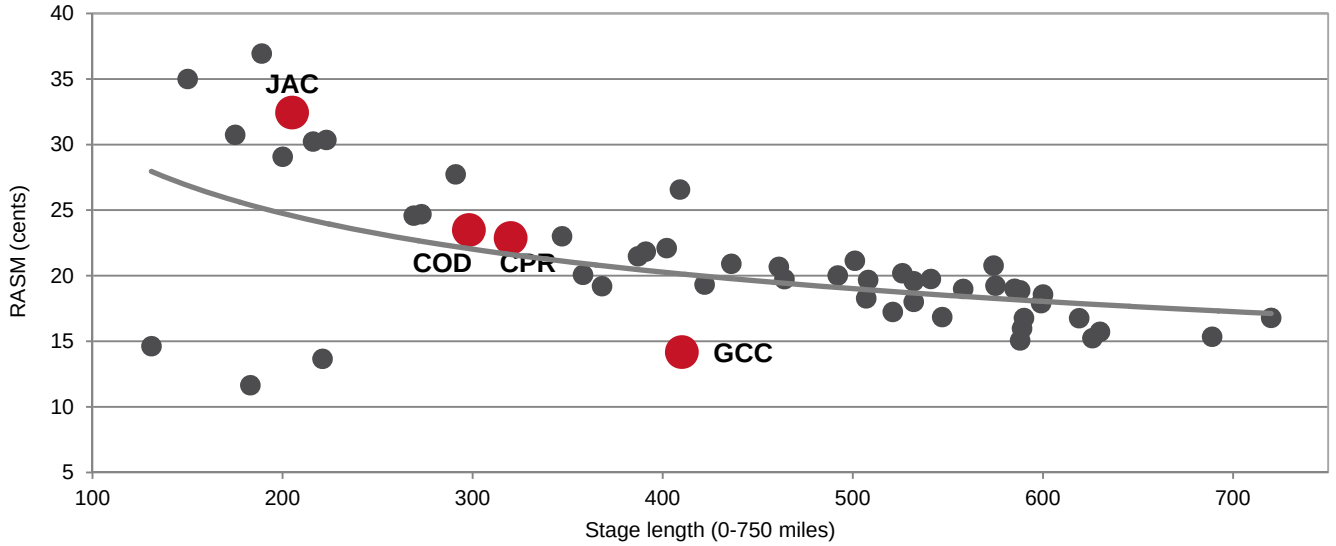


Source: Diio Mi, CY 2015

Mixed Performance at Salt Lake City
JAC, COD and CPR performed above average on a RASM basis while GCC performed below average.

Exhibit 4.10 shows the RASM for markets served by Delta to Salt Lake City plotted against the stage length (0 to 750 miles). JAC had a RASM of 32.4 cents at a stage length of 205 miles. Of the markets in the comparison range, JAC performed well above Delta's average at Salt Lake City. Compared to the prior year, JAC's Salt Lake City RASM was up from 30.7 cents. On a load factor basis, JAC's Salt Lake City load factor of 77 percent was far below Delta's Salt Lake City average of 88 percent indicating high average fares. JAC's load factor dropped 1 percentage point from 2014.

EXHIBIT 4.10 DELTA SALT LAKE CITY (SLC) RASM PERFORMANCE



Source: Diio Mi, CY 2015

COD had a RASM of 23.5 cents at a stage length of 298 miles that was just above Delta's average at Salt Lake City and was up from 23.1 cents in 2014. COD's Salt Lake City load factor of 75 percent was below Delta's Salt Lake City average but increased slightly from 2014.

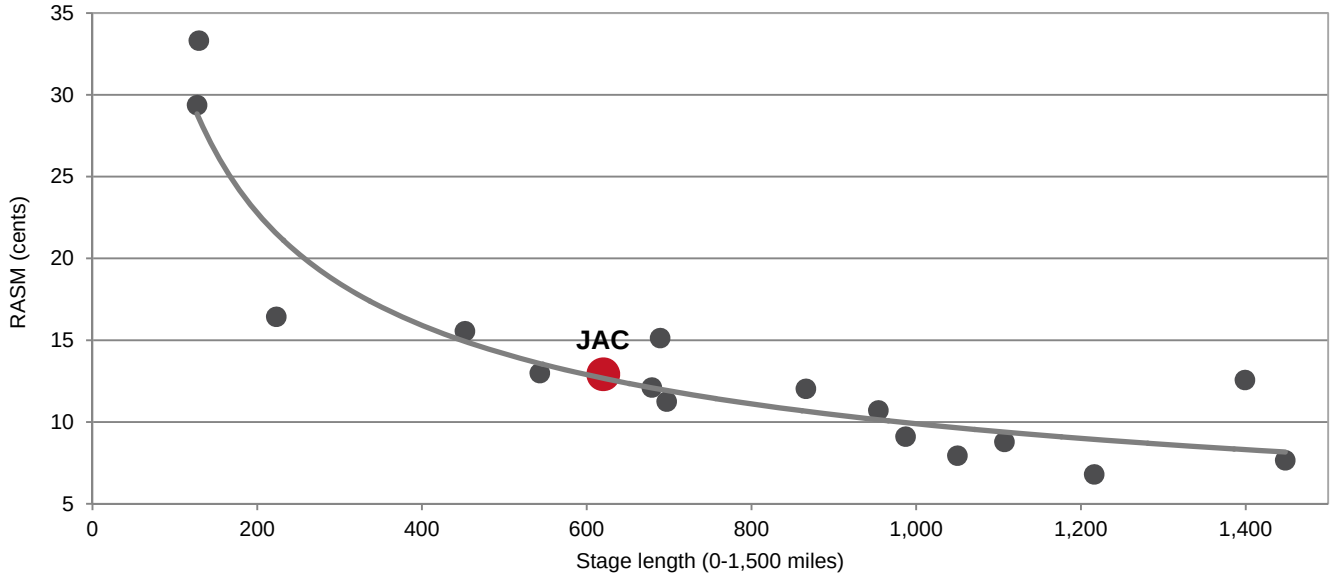
CPR's RASM of 22.9 cents at a stage length of 320 miles was also slightly above Delta's average and was steady year-over-year. CPR's 71 percent load factor was below Delta's average and declined nearly 2 percentage points since 2014.

GCC was the only Wyoming market that performed below Delta's RASM average, at a RASM of 14.2 cents at a stage length of 410 miles. GCC's RASM declined 5 cents from 19.4 cents in 2014. GCC's load factor was also the lowest of the Wyoming markets at just 44 percent, having dropped 19 points since 2014.

In a review of the January through September 2016 schedule, Delta increased COD service significantly, adding additional frequency beginning in March 2016. GCC and JAC's service remained relatively steady while Delta decreased CPR's service by 16 percent.

Exhibit 4.11 shows the RASM for markets served by Delta to Seattle plotted against the stage length (0 to 1,500 miles). Only the first quarter is shown due to the limited seasonal service provided at JAC. JAC had a RASM of 12.9 cents at a stage length of 620 miles. Of the markets in the comparison range, JAC performed at Delta's average at Seattle. Compared to the prior year, JAC's Seattle RASM was up from 11.3 cents. On a load factor basis, JAC's Seattle load factor of 49 percent was far below Delta's Seattle average of 83 percent, once again indicating high average fares. JAC's load factor increased nearly 5 percentage points from 2014. Seattle service in 2016 is scheduled similarly to 2015.

EXHIBIT 4.11 DELTA SEATTLE (SEA) RASM PERFORMANCE (1Q 2015 ONLY)



Source: Diio Mi, 1Q 2015

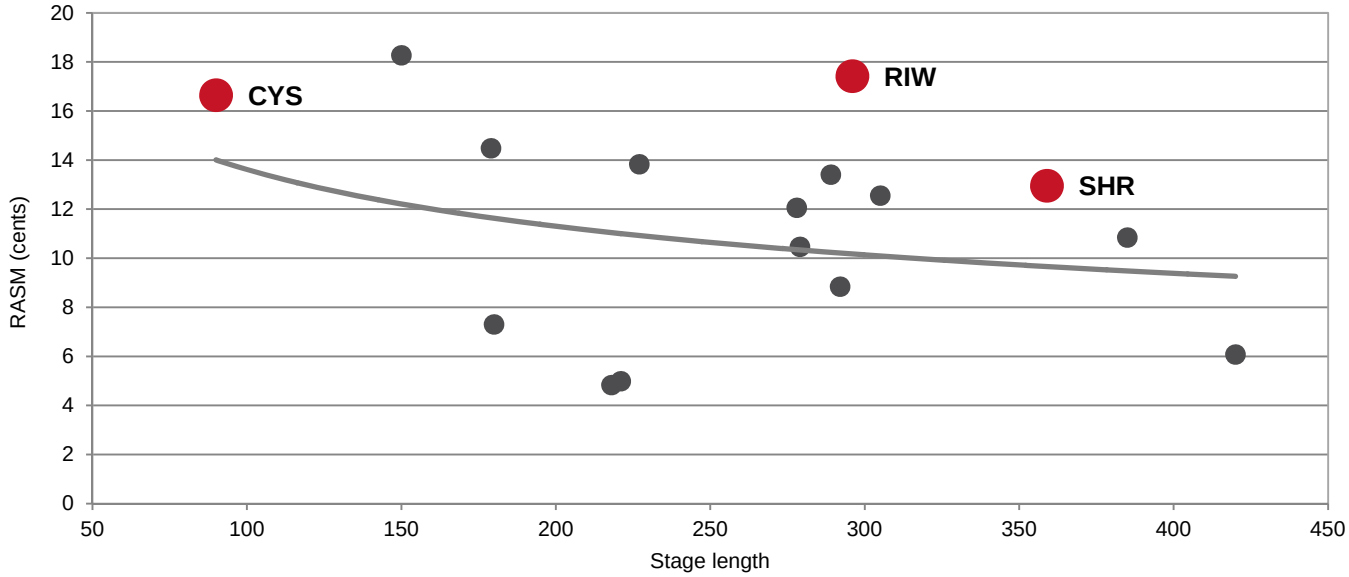
4.3.4 Great Lakes Airlines

In 2015, Great Lakes served CYS, RIW and SHR to Denver. CYS generally had two to three daily flights in 2015. RIW had two daily flights, while SHR had one daily flight until March 31, 2015.

Exhibit 4.12 shows the RASM for markets served by Great Lakes to Denver plotted against the stage length (0 to 500 miles). CYS had a RASM of 16.6 cents at a stage length of 90 miles, above Great Lakes average at Denver, but dropped from 24.1 cents in 2014. CYS's Denver load factor of 22 percent was below Great Lakes' Denver average of 28 percent and decreased 13 percentage points from 2014. RIW's RASM of 17.4 cents at a stage length of 296 miles was also above Great Lakes' average but declined from 21.9 cents year-over-year. RIW's 40 percent load factor was well above Great Lakes' average but declined 12 percentage points since 2014. SHR's RASM of 29.9 cents at a stage length of 359 miles and load factor at 30 percent were above Great Lakes' average; however, the service was canceled due to the lack of profitability.

From January to September 2016, flights are scheduled to decrease significantly at each of the airports. While SHR no longer has Great Lakes service, Great Lakes is scheduled to reduce CYS flights by 30 percent and RIW flights by 20 percent.

EXHIBIT 4.12 GREAT LAKES AIRLINES DENVER (DEN) RASM PERFORMANCE



Source: Diio Mi, CY 2015

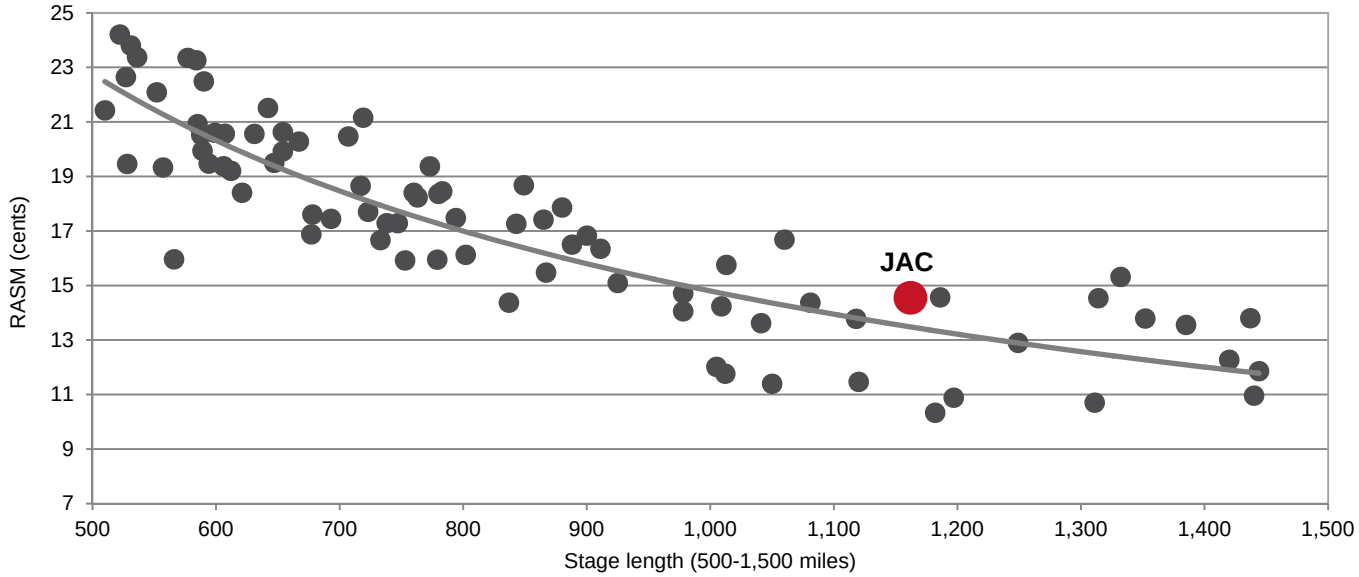
Additional Capacity at Chicago
COD and JAC are scheduled to have additional flights in 2016 compared to 2015.

4.3.5 United Airlines

United served COD, CPR, GCC, JAC, LAR and RKS to Denver in 2015. COD and JAC also had seasonal service to Chicago. United provided additional seasonal service at JAC to Newark, Washington Dulles, Houston and Los Angeles. Similar Denver service was provided to COD, GCC, LAR and RKS with one to two daily flights. CPR and JAC had an average of three daily flights (as much as five to six times daily at certain times of the year). Seasonal Newark, Washington Dulles and Houston service was generally provided at JAC one to two times weekly, with daily service to Houston during the summer. Los Angeles, Chicago and San Francisco seasonal service was provided daily at JAC, while COD Chicago service was provided once weekly. RASMs at each hub are discussed below (Washington Dulles not included due to insufficient data).

On a RASM basis, JAC performed above average for United at Chicago O'Hare. **Exhibit 4.13** shows JAC's RASM performance plotted against other markets United serves to Chicago (500 to 1,500 miles). JAC had a RASM of 14.6 cents at a stage length of 1,162 miles. Compared to 2014, JAC's Chicago RASM was up from 13.7 cents. JAC's Chicago load factor for 2015 was 81 percent, 4 percentage points below United's Chicago average. There was not enough data available for COD comparisons; however, COD and JAC are scheduled to have additional flights in 2016 compared to 2015.

EXHIBIT 4.13 UNITED CHICAGO (ORD) RASM PERFORMANCE



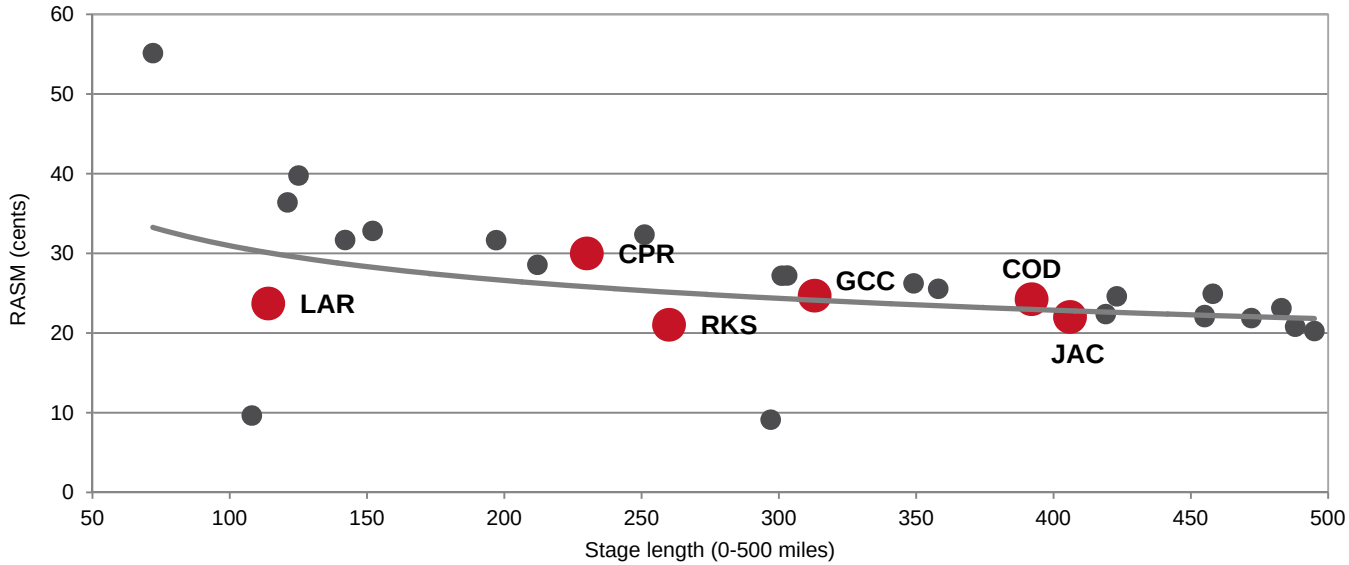
Source: Diio Mi, CY 2015

Exhibit 4.14 shows RASM performance for six of Wyoming's airports plotted against other markets United serves to Denver (under 500-mile stage lengths). On a RASM basis, CPR performed above United's average at their Denver hub, GCC, COD and JAC performed at United's average, while LAR and RKS performed below United's average.

- LAR had a RASM of 23.7 cents at a stage length of 114 miles and a load factor of 46 percent.
- CPR had a RASM of 30.0 cents at 230 miles and a load factor of 73 percent.
- RKS had a RASM of 21 cents at 260 miles and a load factor of 51 percent.
- GCC had a RASM of 24.7 cents at 313 miles and a load factor of 66 percent.
- COD had a RASM of 24.2 cents at 392 miles and a load factor of 81 percent.
- JAC had a RASM of 22.0 cents at 406 miles and a load factor of 74 percent.

All Wyoming markets were below United's Denver hub load factor average of 87 percent. Compared to 2014, RASMs improved slightly for COD and JAC but declined year-over-year for CPR, GCC, LAR and RKS. Load factors decreased year-over-year for all markets except COD, with the biggest decrease at LAR of 13 percentage points. In 2016 from January to September, capacity is scheduled to remain steady at GCC, LAR and RKS but is decreasing at COD, CPR and JAC.

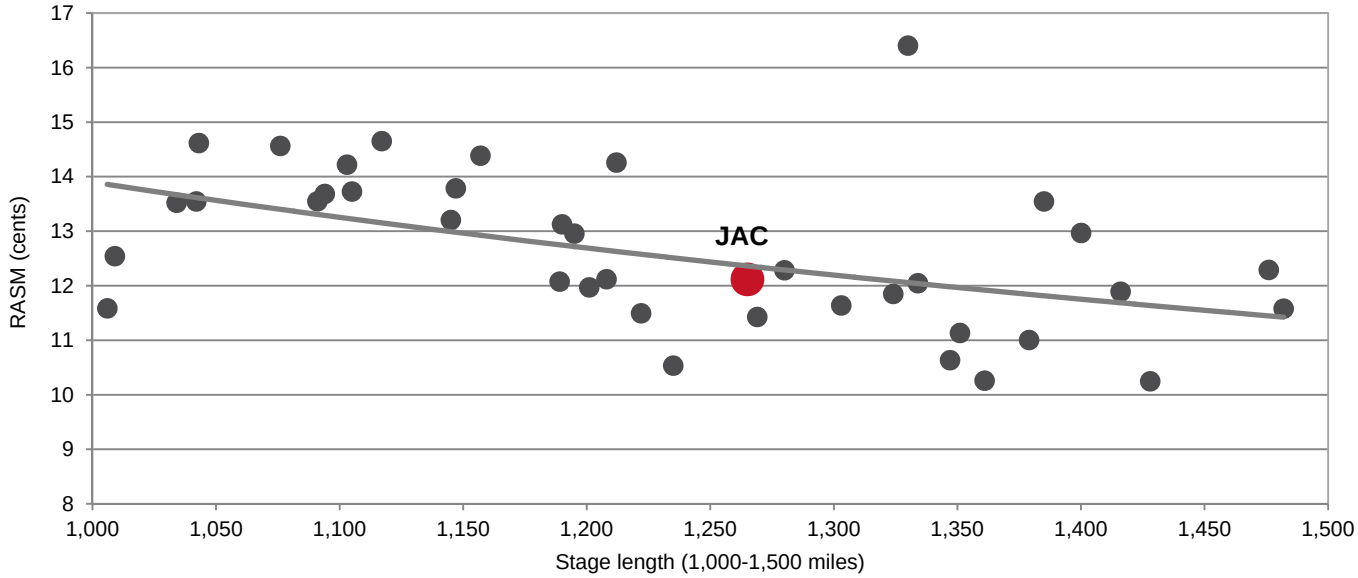
EXHIBIT 4.14 UNITED DENVER (DEN) RASM PERFORMANCE



Source: Diio Mi, CY 2015

On a RASM basis, JAC performed slightly below average for United at Houston Intercontinental. **Exhibit 4.15** shows JAC's RASM performance plotted against other markets United serves to Houston (1,000 to 1,500 miles). JAC had a RASM of 12.1 cents at a stage length of 1,265 miles for calendar year 2015. Compared to 2014, JAC's Houston RASM was down from 14.0 cents. JAC's Houston load factor was 71 percent, significantly lower than United's Houston average of 83 percent. The load factor declined 9 percentage points from 2014. This lower than average RASM and load factor performance likely contributed to the reduction of 20 percent in flights and 14 percent in seats for January through September 2016 compared to the same period in 2015.

EXHIBIT 4.15 UNITED HOUSTON (IAH) RASM PERFORMANCE

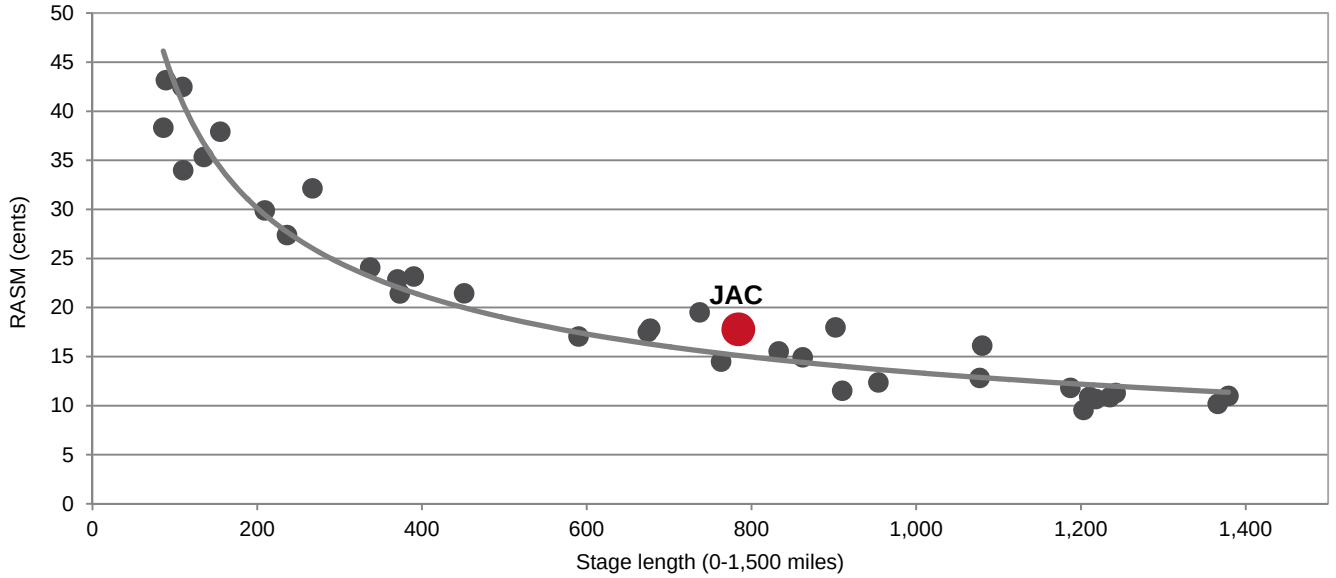


Source: Diio Mi, CY 2015

Reduced Capacity at Los Angeles
Lower than average RASM and load factor performance likely contributed to the reduction of 8 percent in flights and 4 percent in seats for January through September 2016 compared to the same period in 2015.

On a RASM basis, JAC performed slightly above average for United at Los Angeles. **Exhibit 4.16** shows JAC's RASM performance plotted against other markets United serves to Los Angeles (0 to 1,500 miles). JAC had a RASM of 17.8 cents at a stage length of 784 miles for calendar year 2015. Compared to 2014, JAC's Los Angeles RASM was down from 18.3 cents. JAC's Los Angeles load factor was 64 percent, significantly lower than United's Los Angeles average of 85 percent. The load factor declined 5 percentage points from 2014. This lower than average RASM and load factor performance likely contributed to the reduction of 8 percent in flights and 4 percent in seats for January through September 2016 compared to the same period in 2015.

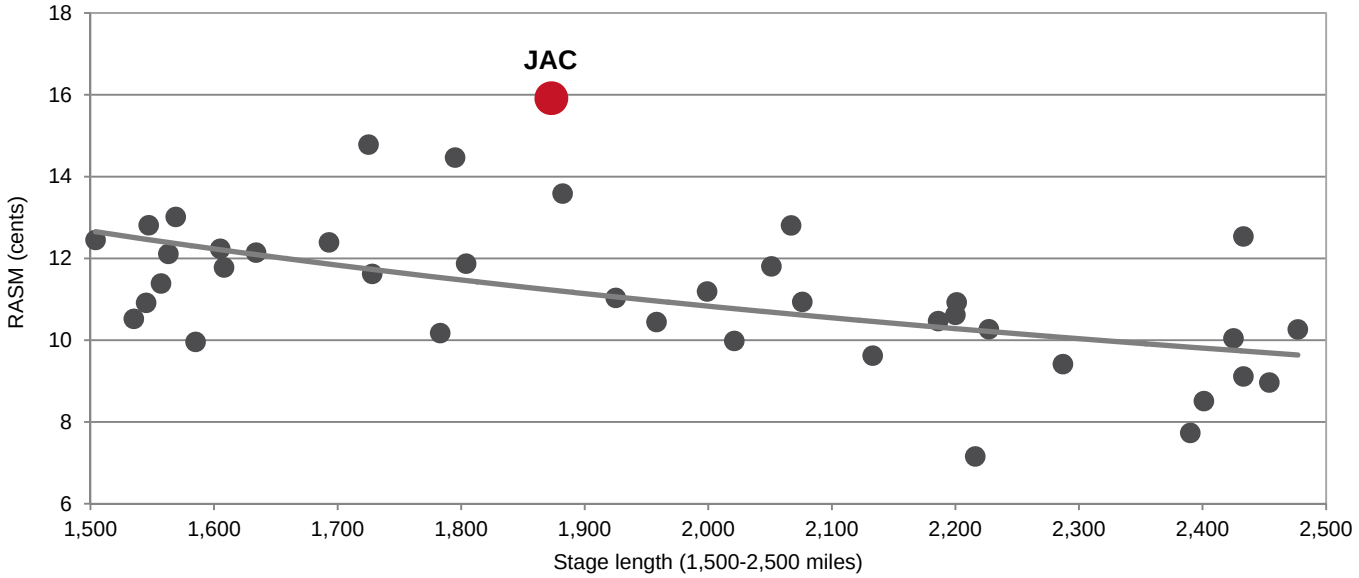
EXHIBIT 4.16 UNITED LOS ANGELES (LAX) RASM PERFORMANCE



Source: Diio Mi, CY 2015

On a RASM basis, JAC performed significantly above United's average at Newark for the first quarter of 2015. **Exhibit 4.17** shows JAC's RASM performance plotted against other markets United serves to Newark (1,500 to 2,500-mile stage lengths). JAC had a RASM of 15.9 cents at a stage length of 1,873 miles. JAC's Newark RASM was up from 15.4 cents in the first quarter of 2014. JAC's Newark load factor was 81 percent, just 1 percentage point below United's average at Newark of 82 percent. JAC's load factor improved 3 percentage points over 2014. **This strong RASM and load factor performance likely contributed to United more than doubling flights and seats in 2016 (January through September) compared to 2015.**

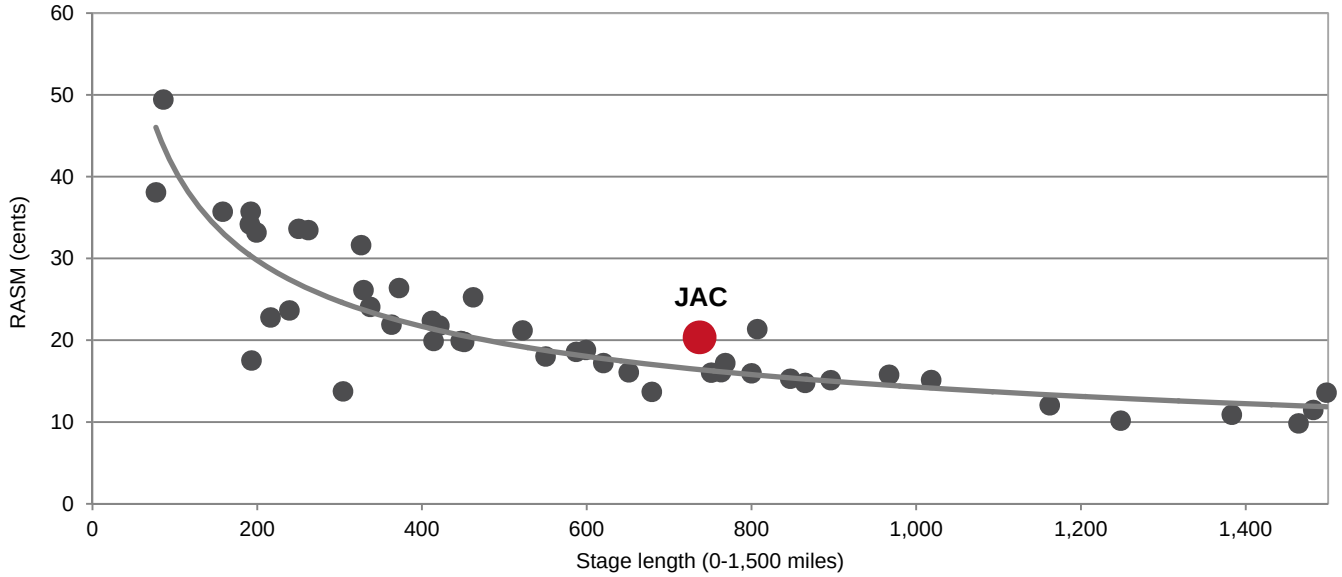
EXHIBIT 4.17 UNITED NEWARK (EWR) RASM PERFORMANCE (1Q 2015 ONLY)



Source: Diio Mi, 1Q 2015

On a RASM basis, JAC performed above average for United at their San Francisco hub. **Exhibit 4.18** shows JAC's RASM performance plotted against other markets United serves to San Francisco (under 1,500-mile stage lengths). JAC had a RASM of 20.4 cents at a stage length of 737 miles. Compared to calendar year 2014, JAC's San Francisco RASM was up from 19.5 cents. JAC's San Francisco load factor for calendar year 2015 was 74 percent, 12 percentage points below United's San Francisco average of 86 percent indicating higher than average fares to offset the low load factor; however, the load factor improved nearly 4 percentage points over 2014. The above average RASM performance likely contributed to United scheduling 19 percent more flights and 38 percent more seats from January to September 2016.

EXHIBIT 4.18 UNITED SAN FRANCISCO (SFO) RASM PERFORMANCE



Source: Diio Mi, CY 2015

4.4 Summary of SWOT Determinations

Table 4.3 provides a summary of each of the SWOT factors.

TABLE 4.3 SUMMARY OF SECTION 4 SWOT

ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
4.1 Revenue and Fare Trends	Airline revenues and fares across the state of Wyoming have increased at a rate faster than the national average over the past 10 years.	Airline revenue has declined significantly at four of Wyoming's airports including RIW, CYS, WRL and SHR.
4.2 Load Factor Trends	Since 2009, Wyoming's average load factor has steadily increased reaching above 75 percent in 2013.	Wyoming's average load factor remains below the US national average.
	In individual city pairs at JAC, load factors are high indicating potential for additional capacity, including: JAC-Dallas, JAC-Atlanta, JAC-Chicago and JAC-Minneapolis.	With the exception of COD (second and third quarter) and CPR (first quarter), load factors declined in each of the quarters in 2015 compared to the same quarter in 2014 at every Wyoming airport.
4.3 RASM Performance	American Airlines: JAC performed above the RASM average at Chicago and at the RASM average at Dallas, which likely led to increased service by American in 2016.	Allegiant Air: CPR performed below the RASM and load factor average putting the service at potential risk.
	Delta Air Lines: JAC performed at the RASM average at Atlanta and Seattle and above the RASM average at Los Angeles, while JAC, COD and CPR performed above average at Salt Lake City.	Delta Air Lines: JAC performed below the RASM average at Minneapolis while GCC performed below the RASM average at Salt Lake City.
	United Airlines: JAC, GCC and COD performed at the RASM average at Denver while CPR performed above the Denver RASM average. JAC performed above the RASM average at Chicago, Los Angeles, Newark and San Francisco.	Great Lakes Airlines: While all three Wyoming Great Lakes markets (CYS, RIW and SHR) performed above the RASM average at Denver, service in 2016 has been cut significantly.
		United Airlines: LAR and RKS performed below the RASM average at Denver while JAC performed below the RASM average at Houston.

Section 5. Airport Benchmarking

The Airport Benchmarking section provides a benchmark on how Wyoming's commercial service airports compare to other airports. This section compares across the US at the aggregate level as well as for each airline that serves Wyoming. Comparisons include passengers, revenue, fares, seats, departures and average load factor.

5.1 US Airport Comparison

5.1.1 Passengers, Revenue and Fare

Table 5.1 provides a ranking and comparison of Wyoming airports across all US airports by domestic and international passengers. Wyoming's largest commercial service airport, JAC, ranked 153rd and had the highest percentage of international passengers, although still below the US average. Wyoming's smallest airport, SHR, ranked 560th. Compared to 2014 and the national average change, LAR and GCC surpassed the national average in passenger growth while the other eight Wyoming airports were below the national average.

TABLE 5.1 US AIRPORTS COMPARISON RANKED BY TOTAL PASSENGERS

		CY 2015					% CHANGE VS 2014		
RANK	AIRPORT	TOTAL PAX	DOM PAX	INTL PAX	% INTL	% ORIGIN	TOTAL PAX	DOM PAX	INTL PAX
153	Jackson Hole, WY	580,469	547,869	32,600	6	22	(2)	(2)	2
219	Casper, WY	202,417	193,170	9,247	5	54	(1)	(1)	17
297	Cody, WY	65,495	62,726	2,769	4	43	2	3	(15)
300	Gillette, WY	59,451	56,753	2,698	5	56	11	11	21
336	Rock Springs, WY	33,916	32,285	1,631	5	52	(16)	(16)	3
344	Laramie, WY	27,206	25,880	1,326	5	56	6	6	5
423	Riverton, WY	7,300	7,128	172	2	44	(56)	(56)	(26)
441	Cheyenne, WY	5,687	5,523	165	3	40	(43)	(44)	(13)
501	Worland, WY	2,960	2,931	30	1	43	(49)	(50)	(24)
560	Sheridan, WY	758	748	10	1	52	(96)	(96)	(97)
Total all US markets (000s)		**1,066,542**	**959,400**	**107,142**	**10**	**-**	**5**	**5**	**4**

Source: Diio Mi

Revenue Ranking Higher than Passenger Ranking
Each of the Wyoming airports had a higher revenue ranking than passenger ranking due to high fares.

Table 5.2 shows a ranking of total revenue for all US passenger airports with the Wyoming airports highlighted. JAC ranked 124th of all US airports in revenue, a higher ranking than passengers indicating high average fares compared to the national average. Each of the Wyoming airports had a higher revenue ranking than passenger ranking due to high fares. Compared to 2014, JAC, GCC, COD and LAR had revenue growth that surpassed the national average. CPR's steady revenue matched the national no growth average. The other five Wyoming airports had declining revenue, counter to the national average.

TABLE 5.2 US AIRPORTS COMPARISON RANKED BY TOTAL REVENUE

		CY 2015					% CHANGE VS 2014			
RANK	AIRPORT	REV ($)	FARE ($)	YIELD (¢)	ITIN MILES	PAX RANK	REV	FARE	YIELD	PAX
124	Jackson Hole, WY	174,617,502	301	20.2	1,486	153	4	6	3	(2)
213	Casper, WY	50,575,825	250	24.0	1,043	219	0	1	(5)	(1)
278	Gillette, WY	17,651,425	297	27.3	1,089	300	10	(1)	(8)	11
279	Cody, WY	17,606,839	269	23.4	1,150	297	4	2	2	2
310	Rock Springs, WY	10,223,311	301	27.5	1,094	336	(15)	1	(9)	(16)
331	Laramie, WY	6,540,113	240	22.4	1,072	344	16	10	10	6
371	Riverton, WY	2,143,461	293	33.9	867	423	(49)	14	4	(56)
387	Cheyenne, WY	1,736,633	305	33.5	911	441	(37)	10	(5)	(43)
435	Worland, WY	625,676	211	38.6	548	501	(43)	12	(0)	(49)
495	Sheridan, WY	194,852	257	42.1	610	560	(96)	3	29	(96)
Total All US Markets (000s)		**219,858,384**	**206**	**15.0**	**1,377**	**-**	**0**	**(4)**	**(5)**	**5**

Source: Diio Mi

Table 5.3 provides a ranking of fares compared to other US passenger airports. CYS had the highest fare of Wyoming's airports and ranked 18th. CYS, RKS and JAC exceeded $300 one-way. Several Alaska airports ranked higher than CYS. Other notable airports ranking within the top 20 included Williston, ND, Aspen, CO, and Vail/Eagle, CO. While fares nationally decreased 4 percent, fares at each of the Wyoming airports with the exception of GCC increased year-over-year.

TABLE 5.3 US PASSENGER AIRPORTS RANKED BY FARE

		CY 2015			CHANGE VS 2014	
RANK	AIRPORT	FARE ($)	PAX RANK	REV RANK	$	%
18	Cheyenne, WY	305	441	387	29	10
23	Rock Springs, WY	301	336	310	2	1
24	Jackson Hole, WY	301	153	124	16	6
26	Gillette, WY	297	300	278	(2)	(1)
29	Riverton, WY	293	423	371	37	14
67	Cody, WY	269	297	279	5	2
93	Sheridan, WY	257	560	495	8	3
112	Casper, WY	250	219	213	2	1
143	Laramie, WY	240	344	331	21	10
240	Worland, WY	211	501	435	22	12
Total US markets		**206**	**-**	**-**	**(10)**	**(4)**

Source: Diio Mi

5.1.2 Service Comparison

Table 5.4 provides a comparison of seats, departures and load factors for Wyoming airports compared to the total of all US airports. JAC ranked 149th of all US airports in the number of available seats. This is a higher ranking than for passengers given the lower than average load factor (79 percent versus an average of 84 percent). CPR was the second highest ranking Wyoming airport at 220th with GCC following at 290th. The other Wyoming airports did not fall within the top 300 US airports in terms of seats. Total seats year-over-year increased at JAC, CPR, GCC, LAR and WRL at rates faster than the national average of 2 percent.

JAC had the highest seats per departure average of the Wyoming airports at 109 seats per departure, just two seats less than the national average. CPR, the second highest Wyoming airport for seats per departure, had an average approximately half of the national average. Five Wyoming airports averaged approximately 50 seats per departure while four Wyoming airports averaged 19 seats per departure.

On a load factor basis, only JAC, CPR and COD had an average load factor above 70 percent. Five of the airports had a load factor that averaged less than 50 percent. Year-over-year, the load factor at Wyoming airports declined at all of the airports except for COD. Nationally, the load factor improved less than 1 percent.

TABLE 5.4 SERVICE COMPARISON TO US AIRPORTS

		CY 2015					CHANGE YOY		
RANK	AIRPORT	SEATS	DEPART-URES	SEATS/ DEPT	LOAD FACTOR	PAX RANK	SEATS %	DEPART-URES %	LOAD FACTOR PT
149	Jackson Hole, WY	398,798	3,666	109	79	153	3	5	(1.2)
220	Casper, WY	138,761	2,524	55	74	219	4	4	(3.5)
290	Gillette, WY	51,465	1,076	48	57	300	21	(24)	(5.8)
314	Cody, WY	41,125	817	50	79	297	(0)	(0)	1.6
334	Rock Springs, WY	33,985	726	47	51	336	(32)	(57)	(3.7)
352	Laramie, WY	29,355	612	48	46	344	39	(12)	(13.2)
382	Riverton, WY	19,832	1,041	19	35	423	(17)	(11)	(13.0)
449	Cheyenne, WY	11,225	559	20	26	441	(31)	(28)	(18.1)
479	Worland, WY	9,576	504	19	9	501	3	3	(6.3)
605	Sheridan, WY	1,207	64	19	30	560	(94)	(91)	(15.9)
Total US Airports		**949,891,744**	**8,555,599**	**111**	**84**	**-**	**2**	**(2)**	**0.4**

Source: Diio Mi

5.2 Northwest Region Airports Comparison

To provide a regional comparison, **Table 5.5** compares the Wyoming airports to other airports in the Northwest Region. For the purposes of this analysis and as defined by the FAA, the Northwest Region includes the states of Colorado, Idaho, Montana, Oregon, Utah, Washington and Wyoming. Of the 62 commercial service airports in the Northwest Region, JAC ranked 15th in passengers with a 2 percent decrease compared to a 5 percent increase for the region. Of the Wyoming airports, only COD, GCC and LAR experienced increasing passengers like the region average. While the Northwest average fare decreased 1 percent (leading to a more modest increase in revenue), nine of the 10 Wyoming airports experienced increasing fares which aided in several Wyoming airports having increasing revenue and yield despite passenger declines. In general, the performance of the Wyoming airports was below the Northwest Region average.

TABLE 5.5 NORTHWEST REGION PASSENGER MARKETS

		CY 2015					% CHANGE YOY			
RANK	AIRPORT	O&D PAX	REV ($000s)	FARE ($)	YIELD (¢)	ITIN MILES	PAX	REV	FARE	YIELD
1	Denver, CO	31,525,705	5,465,162	173	14.4	1,205	4	2	(2)	(4)
2	Seattle-Tacoma, WA	26,110,842	5,368,132	206	12.6	1,631	6	3	(3)	(2)
3	Portland, OR	13,951,834	2,809,061	201	13.0	1,546	6	5	(0)	(1)
4	Salt Lake City, UT	11,919,690	2,521,120	212	15.7	1,349	8	4	(3)	(5)
5	Spokane, WA	2,946,513	543,774	185	16.0	1,150	4	3	(1)	(2)
6	Boise, ID	2,840,472	558,966	197	17.2	1,142	6	5	(2)	(3)
7	Colorado Springs, CO	1,136,073	271,222	239	18.3	1,301	(7)	(4)	3	3
8	Bozeman, MT	982,956	235,885	240	18.1	1,328	4	8	3	3
9	Bellingham, WA	865,483	100,155	116	9.9	1,173	(16)	(18)	(3)	(2)
10	Eugene, OR	847,258	175,938	208	15.4	1,346	(0)	3	3	(1)
11	Billings, MT	810,831	181,595	224	19.7	1,136	(0)	(1)	(1)	(3)
12	Medford, OR	711,875	144,001	202	17.2	1,177	13	13	0	(5)
13	Missoula, MT	683,312	149,824	219	17.4	1,256	4	6	3	1
14	Pasco, WA	673,026	144,030	214	16.5	1,298	4	5	1	(6)
15	Jackson Hole, WY	580,469	174,618	301	20.2	1,486	(2)	4	6	3
16	Redmond, OR	525,854	113,924	217	18.4	1,174	9	14	5	(0)
17	Kalispell/Glacier, MT	459,818	108,514	236	17.7	1,331	4	6	2	(0)
18	Aspen, CO	439,510	143,200	326	22.6	1,443	6	6	0	(0)
19	Grand Junction, CO	421,560	102,545	243	21.1	1,151	(1)	2	3	(0)
20	Durango, CO	363,742	93,778	258	23.6	1,093	(5)	4	10	2
21	Great Falls, MT	361,078	74,669	207	17.9	1,158	(6)	(3)	3	1
22	Vail/Eagle, CO	314,533	98,539	313	20.8	1,510	(3)	(0)	3	4
23	Idaho Falls, ID	290,024	72,685	251	20.9	1,197	(12)	(3)	10	7
24	Casper, WY	202,417	50,576	250	24.0	1,043	(1)	0	1	(5)
25	Montrose, CO	201,377	55,259	274	21.2	1,294	12	17	5	1
26	Helena, MT	199,515	48,643	244	20.2	1,209	(2)	(1)	0	(3)
27	Hayden, CO	185,419	44,182	238	18.8	1,265	1	2	1	(1)

Mixed Results Compared to Northwest Region

Five of the Wyoming airports had increasing seats, at a rate higher than the Northwest Region average; however, all but JAC, CPR and WRL had decreasing departures.

TABLE 5.5 NORTHWEST REGION PASSENGER MARKETS

		CY 2015					% CHANGE YOY			
RANK	AIRPORT	O&D PAX	REV ($000s)	FARE ($)	YIELD (¢)	ITIN MILES	PAX	REV	FARE	YIELD
28	St. George, UT	138,183	29,657	215	21.1	1,015	16	24	7	(3)
29	Sun Valley, ID	133,764	33,110	247	22.6	1,097	3	5	2	3
30	Lewiston, ID	132,919	26,917	202	20.8	971	2	2	(0)	(5)
31	Provo, UT	124,394	6,322	51	9.7	523	4	2	(3)	(1)
32	Wenatchee, WA	121,012	22,807	188	16.9	1,116	9	12	3	(7)
33	Yakima, WA	120,411	23,174	192	16.8	1,146	11	9	(1)	(9)
34	Pullman, WA	95,243	17,993	189	19.2	983	21	17	(3)	(8)
35	Walla Walla, WA	82,234	13,183	160	17.8	901	13	12	(2)	(9)
36	Twin Falls, ID	69,629	20,000	287	23.9	1,205	19	26	6	(1)
37	Gunnison, CO	69,578	16,654	239	22.9	1,044	10	1	(8)	(5)
38	Cody, WY	65,495	17,607	269	23.4	1,150	2	4	2	2
39	Gillette, WY	59,451	17,651	297	27.3	1,089	11	10	(1)	(8)
40	Butte, MT	53,782	13,506	251	22.1	1,137	(9)	9	20	10
41	Pocatello, ID	49,989	14,469	289	26.4	1,095	1	10	10	(3)
42	Rock Springs, WY	33,916	10,223	301	27.5	1,094	(16)	(15)	1	(9)
43	Ogden, UT	31,971	1,519	47	8.7	544	(12)	(17)	(5)	(5)
44	North Bend, OR	31,628	6,628	209	23.7	883	4	6	2	5
45	Laramie, WY	27,206	6,540	240	22.4	1,072	6	16	10	10
46	Cedar City, UT	26,850	4,843	180	23.5	767	2	16	14	(3)
47	Sidney, MT	18,230	2,580	142	44.8	316	(19)	(20)	(2)	9
48	West Yellowstone, MT	15,967	3,993	250	23.6	1,058	30	40	8	(3)
49	Pendleton, OR	8,305	836	101	53.3	189	4	(3)	(6)	11
50	Wolf Point, MT	7,562	1,004	133	47.8	278	(3)	(1)	2	(3)
51	Glasgow, MT	7,352	946	129	48.4	266	(4)	(3)	0	8
52	Riverton, WY	7,300	2,143	293	33.9	867	(56)	(49)	14	4
53	Alamosa, CO	6,553	1,572	240	34.0	705	(20)	(3)	20	5
54	Cheyenne, WY	5,687	1,737	305	33.5	911	(43)	(37)	10	(5)
55	Cortez, CO	4,901	1,148	234	33.7	695	(38)	(31)	11	2
56	Havre, MT	4,734	584	123	46.4	266	(1)	(1)	(0)	8
57	Glendive, MT	4,587	638	139	46.0	302	(7)	(10)	(3)	(1)
58	Moab, UT	4,389	832	190	21.5	883	(67)	(73)	(16)	(6)
59	Pueblo, CO	3,949	884	224	24.0	934	(58)	(55)	6	(2)
60	Vernal, UT	3,090	1,093	354	37.8	936	(67)	(62)	16	4
61	Worland, WY	2,960	626	211	38.6	548	(49)	(43)	12	(0)
62	Sheridan, WY	758	195	257	42.1	610	(96)	(96)	3	29
Total Northwest region		**102,126,661**	**20,173,806**	**198**	**14.3**	**1,377**	**5**	**3**	**(1)**	**(3)**

Source: Diio Mi; Note: Northwest region includes CO/ID/MT/OR/UT/WA/WY.

To further review Northwest Region airports, a service comparison is provided in **Table 5.6**. The top ranking Wyoming airport in terms of seats was JAC, ranked 14th in total available seats in the Northwest Region.

Generally, Wyoming airports ranked similarly in available seats as they ranked in passengers. Seats in the Northwest Region increased 1 percent while departures decreased 7 percent on average. Five of the Wyoming airports had increasing seats, at a rate higher than the Northwest Region average. All but JAC, CPR and WRL had decreasing departures. On average, the Northwest Region has a load factor of 87 percent and increased nearly 1 percentage point since 2014. Wyoming airports had an average load factor much less than the Northwest Region average, ranging from just 9 percent at WRL to 79 percent at JAC and COD.

TABLE 5.6 SERVICE COMPARISON TO NORTHWEST REGION AIRPORTS

		CY 2015					CHANGE VS 2014		
RANK	AIRPORT	SEATS	DEPART-URES	SEATS/ DEPT	LOAD FACTOR	NW PAX RANK	SEATS %	DEPART-URES %	LOAD FACTOR PT
1	Denver, CO	30,269,209	253,300	119	88	1	(1)	(5)	0.7
2	Seattle-Tacoma, WA	23,502,418	176,854	133	86	2	10	11	0.1
3	Salt Lake City, UT	12,412,755	111,767	111	87	4	3	(3)	0.9
4	Portland, OR	9,778,975	81,634	120	87	3	4	(1)	0.9
5	Spokane, WA	1,863,842	17,484	107	84	5	4	8	1.2
6	Boise, ID	1,858,087	20,060	93	82	6	6	9	2.6
7	Colorado Springs, CO	695,546	8,682	80	85	7	(11)	(15)	2.5
8	Bozeman, MT	582,071	6,037	96	86	8	1	(5)	4.1
9	Eugene, OR	515,530	7,063	73	87	10	(1)	(10)	0.4
10	Billings, MT	514,968	9,338	55	82	11	(1)	(5)	1.0
11	Bellingham, WA	510,067	4,157	123	85	9	(18)	(23)	(2.0)
12	Medford, OR	427,110	6,010	71	87	12	12	1	1.1
13	Pasco, WA	412,937	5,300	78	86	14	5	(4)	0.6
14	Jackson Hole, WY	398,798	3,666	109	79	15	3	5	(1.2)
15	Missoula, MT	397,481	4,802	83	86	13	(1)	(11)	3.9
16	Aspen, CO	332,193	4,770	70	72	18	11	6	(3.0)
17	Redmond, OR	325,698	5,079	64	87	16	3	(6)	3.4
18	Grand Junction, CO	272,790	4,718	58	80	19	(1)	(1)	1.7
19	Kalispell/Glacier, MT	272,066	3,677	74	86	17	2	1	3.0
20	Great Falls, MT	246,911	3,545	70	84	21	(9)	(6)	(0.6)
21	Durango, CO	239,871	3,979	60	78	20	(2)	4	(1.1)
22	Vail/Eagle, CO	229,674	1,906	121	70	22	(1)	2	(1.4)
23	Idaho Falls, ID	178,222	2,712	66	84	23	(15)	(17)	2.8
24	Casper, WY	138,761	2,524	55	74	24	4	4	(3.5)
25	Montrose, CO	138,061	1,849	75	74	25	14	7	(0.5)
26	Helena, MT	137,339	2,254	61	82	26	(7)	(6)	2.5
27	Hayden, CO	133,072	1,470	91	69	27	2	(1)	(2.6)
28	Lewiston, ID	110,622	1,675	66	74	30	0	0	(2.2)
29	St. George, UT	99,000	1,979	50	71	28	15	11	1.4
30	Sun Valley, ID	89,896	1,300	69	72	29	(5)	(7)	4.2
31	Pullman, WA	89,452	1,177	76	72	34	(4)	(4)	3.8

TABLE 5.6 SERVICE COMPARISON TO NORTHWEST REGION AIRPORTS

RANK	AIRPORT	CY 2015					CHANGE VS 2014		
		SEATS	DEPART-URES	SEATS/ DEPT	LOAD FACTOR	NW PAX RANK	SEATS %	DEPART-URES %	LOAD FACTOR PT
32	Yakima, WA	82,384	1,084	76	73	33	6	6	3.3
33	Wenatchee, WA	78,698	1,036	76	77	32	2	2	5.1
34	Provo, UT	69,201	441	157	88	31	4	6	(0.8)
35	Walla Walla, WA	52,858	696	76	78	35	5	5	5.7
36	Gillette, WY	51,465	1,076	48	57	39	21	(24)	(5.8)
37	Twin Falls, ID	49,757	971	51	68	36	14	(10)	5.8
38	Gunnison, CO	46,723	656	71	72	37	11	9	(1.2)
39	Cody, WY	41,125	817	50	79	38	(0)	(0)	1.6
40	Butte, MT	35,375	708	50	74	40	(5)	(5)	(3.3)
41	Pocatello, ID	35,195	709	50	68	41	(4)	(36)	1.1
42	Rock Springs, WY	33,985	726	47	51	42	(32)	(57)	(3.7)
43	Cedar City, UT	31,200	624	50	42	46	1	(4)	0.1
44	Laramie, WY	29,355	612	48	46	45	39	(12)	(13.2)
45	North Bend, OR	24,517	1,297	19	66	44	2	2	(0.6)
46	Riverton, WY	19,832	1,041	19	35	52	(17)	(11)	(13.0)
47	Alamosa, CO	18,915	996	19	26	53	4	4	(9.2)
48	Ogden, UT	15,677	97	162	89	43	(20)	(21)	(0.2)
49	Sidney, MT	15,449	1,717	9	59	47	(5)	(5)	(10.6)
50	Pueblo, CO	12,880	291	44	18	59	(10)	(37)	(16.5)
51	Cheyenne, WY	11,225	559	20	26	54	(31)	(28)	(18.1)
52	West Yellowstone, MT	10,375	208	50	77	48	29	(23)	5.4
53	Pendleton, OR	9,792	1,088	9	42	49	(1)	(1)	(1.7)
54	Worland, WY	9,576	504	19	9	61	3	3	(6.3)
55	Cortez, CO	8,721	459	19	26	55	(13)	(13)	(11.9)
56	Wolf Point, MT	6,318	702	9	60	50	(1)	(1)	(0.9)
57	Glasgow, MT	6,206	690	9	59	51	(4)	(4)	0.0
58	Moab, UT	6,150	205	30	34	58	(60)	(60)	(8.8)
59	Glendive, MT	6,120	680	9	37	57	1	1	(1.7)
60	Vernal, UT	6,000	200	30	21	60	(61)	(61)	(6.0)
61	Havre, MT	5,778	642	9	41	56	(4)	(4)	1.5
62	Sheridan, WY	1,207	64	19	30	62	(94)	(91)	(15.9)
Total NW Region Airports		**16,253,975**	**164,592**	**99**	**87**	**-**	**1**	**(7)**	**0.7**

Source: Diio Mi; Note: Northwest region includes CO/ID/MT/OR/UT/WA/WY.

5.3 Airline Comparison

This section compares Wyoming airports with other airports served by each of the airlines serving Wyoming, including Allegiant Air, American Airlines, Delta Air Lines, Great Lakes Airlines and United Airlines. Indicators such as passengers, revenue and fares are compared as well as service levels such as seats, departures and load factors.

5.3.1 Allegiant Air

In Wyoming, Allegiant only served CPR in 2015. **Table 5.7** provides a comparison of Allegiant's departures, load factor and seats. CPR had 109 departures and 18,011 seats, representing the 93rd highest service level in terms of departures and seats out of Allegiant's 107 markets. Departures and seats increased since 2014 at 8 and 7 percent, respectively, while Allegiant's departures and seats increased by 20 and 21 percent, respectively. CPR's load factor was 10 percentage points below Allegiant's average and decreased 4 percentage points over the prior year. Load factors for Allegiant markets on average decreased 3 percentage points.

TABLE 5.7 ALLEGIANT - COMPARISON OF SEATS, DEPARTURES, AND LOAD FACTOR (NON-DIRECTIONAL)

		CY 2015				CHANGE YOY		
RANK	AIRPORT	SEATS	DEPART-URES	SEATS/ DEPT	LOAD FACTOR %	SEATS %	DEPART-URES %	LOAD FACTOR PTS
83	Kalispell/Glacier, MT	24,016	146	164	85	(10)	(10)	(1)
84	Shreveport, LA	23,157	140	166	91	(12)	(12)	(1)
85	Omaha, NE	21,775	132	165	84	-	-	84
86	West Palm Beach, FL	21,731	128	170	82	93	99	(4)
87	Grand Junction, CO	20,999	127	166	83	(3)	(3)	(3)
88	Reno, NV	20,999	127	166	79	16	15	(4)
89	Owensboro, KY	20,036	121	166	85	3	5	(3)
90	Savannah, GA	19,780	117	169	87	-	-	87
91	Monterey, CA	18,094	109	166	81	5	4	(4)
92	Clarksburg, WV	18,011	109	166	83	21	21	(2)
93	**Casper, WY**	**18,011**	**109**	**166**	**77**	**8**	**7**	**(4)**
94	Little Rock, AR	17,446	105	167	86	29	29	0
95	Wilkes-Barre/Scranton, PA	17,108	102	168	87	18	17	(4)
96	Burlington, VT	16,995	99	172	82	8	6	0
97	St. Cloud, MN	16,804	107	158	90	(7)	(6)	1
98	Newburgh, NY	15,946	95	168	87	(6)	(5)	(2)
99	Ogden, UT	15,677	97	162	89	(20)	(20)	(0)
100	Richmond, VA	14,359	87	166	80	-	-	80
101	Montrose, CO	12,782	77	166	46	33	33	(18)
102	Oklahoma City, OK	12,195	73	167	88	10	14	(2)
103	San Diego, CA	10,764	69	156	90	25	33	(2)
All G4 US markets		**10,602,383**	**62,819**	**169**	**87**	**20**	**21**	**(3)**

Source: Diio Mi

Table 5.8 shows how CPR ranks based on passengers among Allegiant's markets. CPR ranked 98th out of Allegiant's 107 passenger markets. CPR ranked 95th in revenue, 86th in average fare and 57th in yield. CPR's average fare was 30 percent lower than Allegiant's system average, and CPR's yield was equal to the system average on an average itinerary mile length 30 percent below the system average. Compared to 2014, passengers increased 3 percent but revenue decreased 12 percent while fares and yield decreased by 15 percent. Allegiant's system passengers and revenue increased 16 and 4 percent, respectively, while fare and yield decreased 10 and 9 percent, respectively.

TABLE 5.8 ALLEGIANT - COMPARISON OF PASSENGERS, REVENUE, FARE AND YIELD

		CY 2015					% CHANGE VS 2014			
RANK	AIRPORT	PAX	REV ($000S)	FARE ($)	YIELD (¢)	ITIN MILES	PAX	REV	FARE	YIELD
83	Omaha, NE	37,744	2,821	75	6.0	1,239	100+	100+	(74)	(77)
84	West Palm Beach, FL	37,690	1,989	53	8.5	620	84	61	(13)	(13)
85	New Orleans, LA	36,765	1,837	50	8.1	621	-	-	-	-
86	Owensboro, KY	34,913	2,302	66	9.3	706	(2)	(0)	1	1
87	Savannah, GA	34,786	1,910	55	10.0	548	100+	100+	(72)	10
88	Grand Junction, CO	33,741	1,424	42	9.1	465	(9)	(18)	(10)	(9)
89	Reno, NV	33,618	1,355	40	11.7	345	9	21	11	14
90	Ogden, UT	31,971	1,519	47	8.7	544	(12)	(17)	(5)	(5)
91	Wilkes-Barre/Scranton, PA	31,934	2,227	70	7.5	931	16	5	(9)	(10)
92	Clarksburg, WV	31,347	1,679	54	8.1	664	21	9	(10)	(2)
93	St. Cloud, MN	30,984	2,995	97	7.7	1,256	(12)	(8)	5	6
94	Little Rock, AR	30,263	2,051	68	7.4	920	20	29	8	(10)
95	Newburgh, NY	30,263	2,267	75	7.1	1,055	(1)	12	13	13
96	Monterey, CA	29,326	1,239	42	11.3	375	(1)	(9)	(9)	(9)
97	Burlington, VT	29,157	2,642	91	7.7	1,171	12	15	3	3
98	Casper, WY	27,838	1,455	52	7.9	661	3	(12)	(15)	(15)
99	Richmond, VA	23,853	1,265	53	7.3	732	-	-	-	-
100	Oklahoma City, OK	21,965	1,426	65	6.2	1,045	11	(1)	(11)	(9)
101	San Diego, CA	19,618	1,361	69	6.1	1,142	24	2	(17)	(17)
102	Brownsville, TX	15,417	1,146	74	5.9	1,261	-	-	-	-
103	Duluth, MN	11,776	1,136	96	6.9	1,397	(77)	(77)	(2)	(2)
104	Montrose, CO	11,660	772	66	11.5	577	(8)	21	32	25
105	San Antonio, TX	11,276	662	59	5.4	1,078	100+	100+	(62)	(62)
106	Kansas City, MO	10,965	657	60	5.6	1,075	-	-	-	-
107	Rochester, NY	9,728	617	63	5.7	1,114	-	-	-	-
All G4 US Markets		**18,548,600**	**1,386,170**	**75**	**7.9**	**949**	**16**	**4**	**(10)**	**(9)**

Source: Diio Mi

Strong Load Factor Performance
JAC's load factor of 84 percent was at American's US system average and remained steady with significant increased capacity.

5.3.2 American Airlines

In Wyoming, American only served JAC in 2015. **Table 5.9** provides a comparison of American's departures, load factor and seats. JAC had 417 departures and 53,376 seats, representing the 185th highest number of seats and 218th highest departures out of American's 229 US markets. Departures and seats increased significantly over the prior year at 71 and 39 percent, respectively, while American's US system departures and seats decreased by 1 and 2 percent, respectively. JAC's load factor was at American's US average and remained steady over the prior year.

TABLE 5.9 AMERICAN - COMPARISON OF SEATS, DEPARTURES AND LOAD FACTOR (NON-DIRECTIONAL)

		CY 2015				CHANGE YOY		
RANK	AIRPORT	SEATS	DEPART-URES	SEATS/ DEPT	LOAD FACTOR %	SEATS %	DEPART-URES %	LOAD FACTOR PTS
173	Rochester, MN	66,110	1,378	48	80	8	4	(3)
174	Wichita Falls, TX	65,998	1,322	50	67	(3)	(5)	(0)
175	Florence, SC	65,680	1,493	44	78	(16)	(15)	4
176	Green Bay, WI	65,400	1,337	49	75	4	3	(2)
177	Kalamazoo, MI	62,425	1,310	48	67	(13)	(12)	1
178	La Crosse, WI	58,974	1,193	49	80	(2)	(4)	4
179	Santa Fe, NM	58,689	1,245	47	81	(2)	0	2
180	Traverse City, MI	57,187	1,136	50	78	23	15	(4)
181	Melbourne, FL	55,373	968	57	83	12	(2)	(4)
182	Bakersfield, CA	55,101	1,042	53	82	(9)	(0)	2
183	Brownsville, TX	54,504	1,091	50	82	7	7	(2)
184	Hilton Head Island, SC	54,479	1,497	36	72	(29)	(28)	0
185	**Jackson Hole, WY**	**53,376**	**417**	**128**	**84**	**39**	**71**	**0**
186	Alexandria, LA	50,699	1,021	50	72	2	(0)	(3)
187	Texarkana, AR	50,378	1,014	50	68	4	1	(7)
188	Monroe, LA	50,050	1,001	50	70	2	1	(5)
189	Roswell, NM	49,479	1,001	49	71	8	(0)	(4)
190	Beaumont/Pt. Arthur, TX	49,427	1,003	49	69	1	(1)	(8)
191	Flint, MI	48,956	984	50	79	3	0	(4)
192	Toledo, OH	48,896	985	50	74	3	2	(9)
193	Meridian, MS	48,875	978	50	73	567	567	8
194	Dubuque, IA	47,302	956	49	77	8	5	(0)
195	Huntington, WV	45,811	1,086	42	65	(21)	(16)	3
196	Ithaca, NY	42,428	1,158	37	76	(12)	(8)	(0)
197	Rapid City, SD	42,106	760	55	82	12	1	0
All AA US markets		**221,440,186**	**2,120,875**	**104**	**84**	**(1)**	**(2)**	**1**

Source: Diio Mi

Table 5.10 shows how JAC ranks based on passengers among American's US markets. JAC ranked 180th out of American's 229 US passenger markets. JAC ranked 172nd in revenue, 16th in average fare and 177th in yield. JAC's average fare was 21 percent higher than American's US system average, and JAC's yield was 7 percent higher than the system average on an average itinerary mile length 14 percent above the system average. Compared to the prior year, passengers improved 34 percent and revenue increased 44 percent while fares and yield improved by 7 and 5 percent, respectively. American's US system passengers and revenue increased 3 and 1 percent, respectively, while fare and yield decreased 2 and 4 percent, respectively.

TABLE 5.10 AMERICAN - COMPARISON OF PASSENGERS, REVENUE, FARE AND YIELD

		CY 2015					% CHANGE VS 2014			
RANK	AIRPORT	PAX	REV ($000S)	FARE ($)	YIELD (¢)	ITIN MILES	PAX	REV	FARE	YIELD
168	Tyler, TX	106,680	25,441	238	21.8	1,091	(16)	(8)	10	5
169	Fort Smith, AR	104,632	28,370	271	23.4	1,157	2	12	10	2
170	Florence, SC	104,575	21,597	206	20.3	1,015	(11)	(10)	2	(4)
171	Lawton, OK	101,863	25,269	248	21.0	1,180	1	1	(0)	(5)
172	State College, PA	99,574	26,708	268	22.0	1,218	4	6	3	0
173	Rochester, MN	97,978	23,411	239	22.5	1,061	2	6	3	1
174	Green Bay, WI	96,397	25,454	264	22.9	1,155	3	10	7	7
175	La Crosse, WI	93,626	23,048	246	22.3	1,103	5	12	6	1
176	Santa Fe, NM	92,858	24,071	259	21.0	1,237	4	7	3	(4)
177	Melbourne, FL	92,704	17,261	186	18.6	1,001	7	3	(3)	(6)
178	Laredo, TX	92,062	25,086	272	23.4	1,163	(2)	3	5	1
179	Bakersfield, CA	91,722	24,198	264	21.2	1,245	(5)	(1)	5	3
180	**Jackson Hole, WY**	**90,286**	**24,818**	**275**	**17.2**	**1,597**	**34**	**44**	**7**	**5**
181	Traverse City, MI	89,543	22,066	246	19.8	1,243	18	21	2	1
182	Brownsville, TX	89,421	20,886	233	19.0	1,229	5	11	5	(1)
183	Wichita Falls, TX	85,049	20,768	244	21.8	1,119	(1)	3	4	(0)
184	Hilton Head Island, SC	80,017	20,067	251	26.4	949	(29)	(23)	7	(1)
185	Kalamazoo, MI	79,235	20,966	265	21.7	1,221	(11)	(7)	4	(2)
186	Flint, MI	76,704	16,983	221	19.0	1,163	(0)	2	2	(10)
187	Dubuque, IA	73,087	15,952	218	20.4	1,070	9	14	4	2
188	Alexandria, LA	71,394	18,678	262	21.1	1,238	(3)	5	7	(3)
189	Texarkana, AR	69,625	16,640	239	22.7	1,051	(4)	1	5	(3)
190	Rapid City, SD	69,496	20,258	292	21.3	1,370	12	13	1	(3)
191	Roswell, NM	69,486	18,792	271	25.8	1,048	2	1	(1)	(4)
192	Eugene, OR	69,010	16,391	237	16.6	1,427	5	10	5	(0)
All AA US Markets		**232,971,172**	**52,808,481**	**227**	**16.1**	**1,406**	**3**	**1**	**(2)**	**(4)**

Source: Diio Mi

5.3.3 Delta Air Lines

In 2015, Delta served five of Wyoming's 10 commercial service airports including COD, CPR, GCC, JAC and RKS. **Table 5.11** provides a comparison of Delta's departures, load factor and seats with the associated seat ranking. JAC had the highest ranking of the Wyoming airports with the 128th highest seats of Delta's 235 US markets. RKS had the lowest ranking at 235. JAC also had the highest departures ranking of the Wyoming airports at 154th compared to RKS at 233rd (CPR ranked 185th, GCC ranked 216th and COD ranked 218th).

Departures increased at CPR but decreased at the other four Wyoming airports. Seats increased at JAC and CPR while GCC, COD and RKS had decreasing seats year-over-year. Delta's US system seats increased 3 percent while departures decreased less than 1 percent.

The load factor for Delta's US system average remained flat year-over-year. Wyoming airports generally decreased with the only exception at COD with a 1 percentage point increase in load factor. GCC's load factor decreased the highest percentage dropping 14 percentage points.

TABLE 5.11 DELTA - COMPARISON OF SEATS, DEPARTURES AND LOAD FACTOR (NON-DIRECTIONAL)

		CY 2015				CHANGE YOY		
RANK	AIRPORT	SEATS	DEPART-URES	SEATS/ DEPT	LOAD FACTOR %	SEATS %	DEPART-URES %	LOAD FACTOR PTS
128	**Jackson Hole, WY**	**142,839**	**1,344**	**106**	**81**	**4**	**(0)**	**(2)**
191	**Casper, WY**	**44,700**	**894**	**50**	**71**	**17**	**17**	**(2)**
213	New Bern, NC	31,225	625	50	83	(20)	(20)	3
214	Cedar City, UT	31,200	624	50	42	1	(4)	0
215	International Falls, MN	31,100	622	50	43	(1)	(1)	(4)
216	Escanaba, MI	30,525	611	50	52	2	2	(5)
217	Alpena, MI	30,000	600	50	32	(3)	(3)	(7)
218	Elko, NV	28,270	570	50	48	(2)	(41)	(15)
219	Juneau, AK	27,405	219	125	67	61	135	18
220	Hayden, CO	21,485	190	113	77	4	1	(1)
221	**Gillette, WY**	**18,420**	**392**	**47**	**43**	**(14)**	**(45)**	**(14)**
222	**Cody, WY**	**18,300**	**366**	**50**	**75**	**(4)**	**(4)**	**1**
223	Vail/Eagle, CO	18,038	100	181	75	(12)	(13)	(6)
224	West Yellowstone, MT	10,375	208	50	77	29	(23)	5
225	Harlingen, TX	9,347	123	76	81	(48)	(4)	16
226	Nantucket, MA	8,775	176	50	74	(32)	(32)	1
227	Aspen, CO	7,447	115	65	83	26	27	2
228	Ketchikan, AK	7,378	114	65	59	-	-	59
229	Sitka, AK	7,378	114	65	64	-	-	64
230	Martha's Vineyard, MA	6,975	140	50	79	(33)	(33)	4
231	Moab, UT	6,150	205	30	34	(60)	(60)	(9)
232	Vernal, UT	6,000	200	30	21	(61)	(61)	(6)
233	Montrose, CO	5,215	35	149	77	(0)	0	3
234	St. Croix, VI	4,692	32	149	93	-	-	93
235	**Rock Springs, WY**	**1,680**	**56**	**30**	**50**	**(94)**	**(94)**	**(3)**
All DL US markets		**194,009,201**	**1,702,965**	**114**	**86**	**3**	**(0)**	**0**

Source: Diio Mi

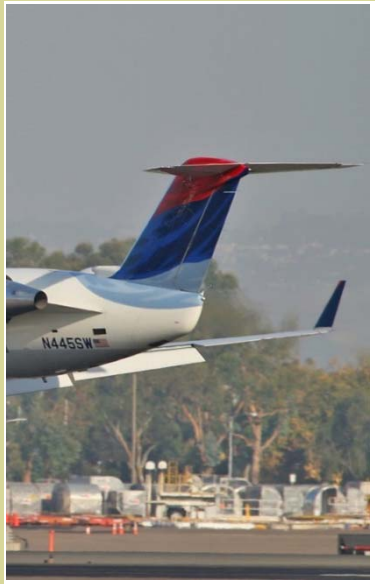


Table 5.12 provides a comparison of passengers, revenue, fare and yield in Delta's US markets. Similar to seats, JAC had the highest ranking of Wyoming airports in passengers (134th) and revenue (131st). Revenue rankings for each of the other Wyoming airports was similar to their passenger ranking. Fare rankings varied significantly with RKS having the highest fare of all Delta markets. Yield also varied with RKS ranking highest of all airports and GCC following with the 6th highest ranking.

Compared to the prior year, passengers improved at CPR but decreased at the other Wyoming airports compared to a US system average increase of 4 percent. JAC and CPR had revenue improvements higher than Delta's average. Fare and yield increased for all of the Wyoming airports compared to a decline for Delta's US system.

TABLE 5.12 DELTA - COMPARISON OF PASSENGERS, REVENUE, FARE AND YIELD

		CY 2015					% CHANGE VS 2014			
RANK	AIRPORT	PAX	REV ($000S)	FARE ($)	YIELD (¢)	ITIN MILES	PAX	REV	FARE	YIELD
134	**Jackson Hole, WY**	**195,949**	**57,687**	**294**	**21.7**	**1,359**	**(2)**	**2**	**4**	**7**
194	**Casper, WY**	**63,162**	**16,453**	**260**	**25.4**	**1,025**	**14**	**25**	**11**	**1**
213	Brainerd, MN	33,726	9,142	271	23.1	1,173	2	19	16	(1)
214	Escanaba, MI	32,799	8,071	246	21.4	1,151	(4)	0	4	(0)
215	International Falls, MN	29,989	7,871	263	28.8	913	2	7	5	9
216	Elko, NV	28,721	11,015	383	36.7	1,044	(23)	(15)	11	(2)
217	Vail/Eagle, CO	28,549	8,279	290	17.6	1,649	(22)	(15)	9	8
218	**Cody, WY**	**27,505**	**6,431**	**234**	**24.3**	**961**	**(4)**	**(0)**	**4**	**4**
219	Cedar City, UT	26,450	4,642	175	23.6	744	1	12	11	(3)
220	Iron Mountain, MI	23,115	5,513	239	27.2	877	4	27	23	7
221	Hibbing, MN	22,900	5,966	261	23.6	1,103	10	12	2	11
222	Alpena, MI	20,497	5,885	287	24.8	1,155	(13)	15	32	17
223	St. Croix, VI	18,369	5,635	307	15.8	1,944	167	145	(8)	(6)
224	**Gillette, WY**	**16,221**	**4,308**	**266**	**29.6**	**899**	**(33)**	**(26)**	**10**	**4**
225	Harlingen, TX	16,028	3,190	199	14.7	1,351	(33)	(21)	18	17
226	West Yellowstone, MT	15,574	3,840	247	23.6	1,044	28	37	7	(3)
227	Nantucket, MA	13,935	2,666	191	29.8	643	(35)	(30)	8	(1)
228	Aspen, CO	13,480	4,274	317	19.5	1,629	27	42	11	10
229	Martha's Vineyard, MA	11,231	2,344	209	36.9	566	(31)	(21)	14	11
230	Ketchikan, AK	11,150	3,333	299	16.5	1,810	97	23	(37)	(18)
231	Sitka, AK	9,748	2,917	299	15.0	2,000	381	192	(39)	(25)
232	Montrose, CO	8,591	2,149	250	16.1	1,552	3	11	8	7
233	Moab, UT	4,292	804	187	21.4	874	(68)	(73)	(17)	(6)
234	Vernal, UT	3,023	1,064	352	37.6	936	(67)	(61)	17	4
235	**Rock Springs, WY**	**747**	**461**	**618**	**45.1**	**1,370**	**(95)**	**(89)**	**131**	**47**
All DL US Markets		**207,341,136**	**50,024,013**	**241**	**17.0**	**1,415**	**4**	**1**	**(3)**	**(3)**

Source: Diio Mi

5.3.4 Great Lakes Airlines

In 2015, Great Lakes served four of Wyoming's 10 commercial service airports including CYS, RIW, SHR and WRL. **Table 5.13** provides a comparison of Great Lakes' departures, load factor and seats with the associated seat ranking. RIW had the highest ranking of the Wyoming airports with the 5th highest seats of Great Lakes 30 markets. SHR had the lowest ranking at 28. Seats and departure rankings were the same.

Compared to 2014, departures and seats increased at WRL but decreased at the other three Wyoming airports. On average, Great Lakes' seats and departures decreased 22 and 24 percent, respectively.

The load factor for Great Lakes' system average decreased 9 percentage points year-over-year. Each of the Wyoming airports had similar results with load factor declines ranging from 5 percentage points at WRL to 16 percentage points at SHR.

TABLE 5.13 GREAT LAKES - COMPARISON OF SEATS, DEPARTURES AND LOAD FACTOR (NON-DIRECTIONAL)

		CY 2015				CHANGE YOY		
RANK	AIRPORT	SEATS	DEPART-URES	SEATS/ DEPT	LOAD FACTOR %	SEATS %	DEPART-URES %	LOAD FACTOR PTS
1	Denver, CO	137,637	6,544	21	28	(24)	(26)	(12)
2	Pierre, SD	34,518	1,523	23	27	(11)	(25)	(8)
3	Minneapolis, MN	24,776	1,304	19	17	30	30	(12)
4	Los Angeles, CA	20,615	1,085	19	23	(51)	(51)	1
5	**Riverton, WY**	**19,832**	**1,041**	**19**	**35**	**(15)**	**(9)**	**(13)**
6	Huron, SD	19,343	871	22	22	63	43	6
7	Alamosa, CO	18,915	996	19	26	7	7	(9)
8	Farmington, NM	18,468	972	19	24	(0)	(0)	(11)
9	Scottsbluff, NE	17,087	688	25	33	35	3	(0)
10	Kearney, NE	16,974	633	27	29	(18)	(21)	(10)
11	Page, AZ	15,010	790	19	20	(3)	(3)	(4)
12	North Platte, NE	14,631	563	26	28	19	(11)	(8)
13	Prescott, AZ	14,583	768	19	25	(9)	(9)	1
14	Phoenix, AZ (PHX)	14,402	758	19	21	(22)	(22)	(3)
15	Watertown, SD	13,490	710	19	18	(40)	(40)	(13)
16	Liberal, KS	11,971	615	19	22	6	4	(8)
17	Dodge City, KS	11,764	615	19	20	(4)	(4)	(9)
18	**Cheyenne, WY**	**10,526**	**554**	**19**	**22**	**(24)**	**(24)**	**(10)**
19	Thief River Falls, MN	9,928	523	19	11	194	194	(0)
20	**Worland, WY**	**9,576**	**504**	**19**	**9**	**6**	**6**	**(5)**
21	Cortez, CO	8,721	459	19	26	(9)	(9)	(11)
22	Show Low, AZ	5,463	288	19	20	(48)	(48)	(5)
23	Merced, CA	5,387	284	19	18	(47)	(47)	(3)
24	Mc Cook, NE	3,382	178	19	11	4	4	(2)
25	Kingman, AZ	3,344	176	19	14	(66)	(66)	(10)
26	Alliance, NE	2,100	111	19	16	(56)	(56)	(9)
27	Chadron, NE	1,948	103	19	13	(61)	(61)	(14)
28	**Sheridan, WY**	**1,207**	**64**	**19**	**30**	**(93)**	**(91)**	**(16)**
29	Visalia, CA	827	44	19	10	(92)	(92)	(6)
30	Pueblo, CO	565	28	20	10	-	-	10
All ZK US markets		**486,984**	**23,785**	**20**	**25**	**(22)**	**(24)**	**(9)**

Source: Diio Mi

Declining Passengers and Revenue
Compared to the prior year, passengers and revenue decreased at all of the Wyoming airports similar to Great Lakes' system decline.

Table 5.14 provides a comparison of passengers, revenue, fare and yield in Great Lakes' markets. Similar to seats, RIW had the highest ranking of Wyoming airports in passengers (16th) and revenue (14th). Revenue rankings for each of the other Wyoming airports was similar to their passenger ranking. Fare rankings varied with SHR having the second highest fare of all Great Lakes markets and WRL ranking fifth. Yield also varied with CYS ranking highest of the Wyoming airports as the 8th highest yield airport. Compared to the prior year, passengers and revenue decreased at all of the Wyoming airports similar to Great Lakes' system decline. With the exception of RIW's fare and yield and CYS's yield, fare and yield also declined at each of the Wyoming airports.

TABLE 5.14 GREAT LAKES - COMPARISON OF PASSENGERS, REVENUE, FARE AND YIELD

		CY 2015					% CHANGE VS 2014			
RANK	AIRPORT	PAX	REV ($000S)	FARE ($)	YIELD (¢)	ITIN MILES	PAX	REV	FARE	YIELD
1	Denver, CO	41,641	5,624	135	46.2	292	(54)	(55)	(3)	2
2	Pierre, SD	8,858	1,318	149	43.3	343	(19)	(22)	(3)	1
3	Los Angeles, CA	7,633	1,163	152	43.0	354	(45)	(41)	7	(3)
4	Prescott, AZ	6,036	957	158	43.1	368	(11)	(9)	2	(3)
5	Kearney, NE	5,572	800	144	47.2	304	(48)	(47)	3	3
6	Minneapolis, MN	5,553	799	144	45.2	319	2	5	2	1
7	Farmington, NM	4,789	675	141	44.1	320	(43)	(42)	2	(9)
8	North Platte, NE	4,534	534	118	52.2	226	(10)	(9)	1	2
9	Page, AZ	3,740	509	136	46.0	296	(29)	(32)	(5)	14
10	Scottsbluff, NE	3,673	324	88	55.4	160	(28)	(19)	13	6
11	Phoenix, AZ (PHX)	3,557	426	120	49.1	243	(44)	(40)	9	1
12	Liberal, KS	3,268	439	134	48.8	275	(31)	(32)	(2)	0
13	Huron, SD	2,828	434	154	39.5	389	(24)	(31)	(9)	6
14	Cortez, CO	2,771	378	136	48.9	279	(44)	(32)	22	22
15	Alamosa, CO	2,656	259	97	54.7	178	(36)	(36)	0	0
16	**Riverton, WY**	**2,624**	**365**	**139**	**47.3**	**294**	**(64)**	**(62)**	**6**	**6**
17	Dodge City, KS	2,440	332	136	47.6	286	(36)	(38)	(4)	(1)
18	**Worland, WY**	**2,138**	**323**	**151**	**46.1**	**328**	**(55)**	**(56)**	**(3)**	**(2)**
19	Watertown, SD	1,277	155	122	45.8	266	(66)	(70)	(11)	6
20	Thief River Falls, MN	1,237	161	130	49.8	261	152	152	0	0
21	Merced, CA	1,185	154	130	49.7	261	(59)	(59)	(0)	(0)
22	Show Low, AZ	1,003	108	108	43.9	245	(65)	(69)	(10)	5
23	**Cheyenne, WY**	**959**	**79**	**82**	**51.4**	**160**	**(65)**	**(72)**	**(20)**	**7**
24	**Sheridan, WY**	**479**	**76**	**158**	**44.0**	**359**	**(96)**	**(96)**	**(4)**	**(4)**
25	Chadron, NE	346	35	102	52.4	195	(72)	(74)	(10)	1
26	Mc Cook, NE	303	35	117	53.5	218	(39)	(38)	2	3
27	Kingman, AZ	282	41	147	45.5	323	(82)	(84)	(9)	36
28	Alliance, NE	277	23	84	55.1	153	(71)	(75)	(13)	1
29	Visalia, CA	85	8	95	54.9	173	(96)	(96)	(1)	(0)
30	Pueblo, CO	27	3	114	51.4	222	-	-	-	-
All ZK US Markets		**122,257**	**16,657**	**136**	**46.0**	**296**	**(50)**	**(50)**	**(2)**	**1**

Source: Diio Mi

5.3.5 United Airlines

In 2015, United served six of Wyoming's 10 commercial service airports including COD, CPR, GCC, JAC, LAR and RKS. **Table 5.15** provides a comparison of departures, seats and load factor. JAC had the highest ranking of the Wyoming airports with the 79th highest seats of United's 220 US markets. COD had the lowest ranking at 204. JAC also had the highest departures ranking of the Wyoming airports at 116th compared to COD at 203rd (CPR ranked 131st, GCC ranked 183rd, RKS ranked 189th and LAR ranked 195th).

Departures increased at JAC and COD but decreased at the other four Wyoming airports. Seats, however, increased at all of the Wyoming airports except for CPR. United's US system seats decreased 1 percent while departures decreased 8 percent.

The load factor for United's US system average remained flat year-over-year. Wyoming airports generally decreased with the only exception at COD with a 2 percentage point increase in load factor. LAR's load factor decreased the highest percentage dropping 13 percentage points.

TABLE 5.15 UNITED - COMPARISON OF SEATS, DEPARTURES AND LOAD FACTOR (NON-DIRECTIONAL)

		CY 2015				CHANGE YOY		
RANK	AIRPORT	SEATS	DEPART-URES	SEATS/ DEPT	LOAD FACTOR %	SEATS %	DEPART-URES %	LOAD FACTOR PTS
79	**Jackson Hole, WY**	**202,584**	**1,906**	**106**	**76**	**5**	**8**	**(1)**
138	**Casper, WY**	**76,050**	**1,521**	**50**	**73**	**(3)**	**(3)**	**(4)**
187	Dickinson, ND	33,650	673	50	66	(18)	(18)	(8)
188	Erie, PA	33,475	670	50	82	(10)	(19)	0
189	Tyler, TX	33,204	747	44	51	6	(10)	(14)
190	**Gillette, WY**	**33,045**	**684**	**48**	**66**	**56**	**(2)**	**(2)**
191	Santa Fe, NM	32,900	658	50	83	(4)	(4)	2
192	**Rock Springs, WY**	**32,305**	**670**	**48**	**51**	**55**	**(3)**	**(6)**
193	Elmira, NY	32,200	644	50	69	10	10	1
194	St. George, UT	32,125	643	50	76	79	79	(2)
195	Gunnison, CO	31,684	534	59	70	9	7	(2)
196	Hays, KS	30,805	616	50	27	150	150	(9)
197	Santa Maria, CA	30,795	715	43	61	(15)	(41)	5
198	Fayetteville, NC	29,864	795	38	69	(9)	(9)	2
199	Panama City, FL	29,586	593	50	79	-	-	79
200	Evansville, IN	29,486	591	50	60	-	-	60
201	**Laramie, WY**	**29,355**	**612**	**48**	**46**	**40**	**(12)**	**(13)**
202	Hobbs, NM	28,446	601	47	58	(2)	1	(4)
203	Devils Lake, ND	26,175	524	50	37	62	62	15
204	**Cody, WY**	**22,825**	**451**	**51**	**81**	**3**	**2**	**2**
205	Dallas, TX (DAL)	20,630	465	44	82	(78)	(77)	(5)
206	Carlsbad, CA	18,825	628	30	62	(74)	(74)	(4)
207	Sun Valley, ID	18,130	259	70	60	17	11	3
208	Bangor, ME	18,099	214	85	84	(22)	(19)	4
209	Helena, MT	18,050	361	50	82	(2)	(2)	5
All UA US markets		**147,175,141**	**1,507,583**	**98**	**85**	**(1)**	**(8)**	**0**

Source: Diio Mi

Table 5.16 provides a comparison of passengers, revenue, fare and yield in United's US markets. Similar to seats, JAC had the highest ranking of Wyoming airports in passengers (86th) and revenue (80th). Revenue rankings for each of the other Wyoming airports was similar to their passenger ranking. Fare rankings varied significantly with GCC having the highest Wyoming ranking at 24th followed by JAC at 29th of all United markets. Yield also varied with three of Wyoming's airports in United's top 10 highest yields (RKS at 4th, GCC at 5th and CPR at 7th).

Compared to the prior year, passengers and revenue improved at every Wyoming airport except for CPR which decreased 9 percent. United's system average experienced an increase in passengers of 1 percent but a decrease in revenue of 3 percent. Fare and yield increased at JAC, COD and LAR but decreased at CPR, GCC and RKS, similar to United's system change.

TABLE 5.16 UNITED - COMPARISON OF PASSENGERS, REVENUE, FARE AND YIELD

		CY 2015					% CHANGE VS 2014			
RANK	AIRPORT	PAX	REV ($000S)	FARE ($)	YIELD (¢)	ITIN MILES	PAX	REV	FARE	YIELD
86	**Jackson Hole, WY**	**287,292**	**87,039**	**303**	**20.6**	**1,472**	**1**	**4**	**3**	**1**
138	**Casper, WY**	**109,381**	**31,734**	**290**	**25.9**	**1,119**	**(9)**	**(9)**	**(0)**	**(6)**
188	Dickinson, ND	43,528	13,321	306	30.7	998	(28)	(35)	(9)	(13)
189	Elmira, NY	43,010	11,387	265	17.7	1,493	10	18	7	9
190	**Gillette, WY**	**41,762**	**12,721**	**305**	**27.0**	**1,129**	**47**	**33**	**(9)**	**(12)**
191	Paducah, KY	40,016	9,512	238	22.9	1,039	(4)	1	5	2
192	Fayetteville, NC	39,875	15,404	386	16.6	2,322	(9)	(9)	(0)	1
193	**Cody, WY**	**36,916**	**10,609**	**287**	**22.8**	**1,260**	**6**	**7**	**0**	**2**
194	Santa Maria, CA	36,128	10,973	304	18.2	1,670	(5)	(16)	(11)	(5)
195	Evansville, IN	35,456	9,810	277	22.6	1,222	4,587	2,437	(46)	(19)
196	Tyler, TX	34,164	7,783	228	20.2	1,128	(17)	(20)	(4)	(6)
197	Dallas, TX (DAL)	33,088	5,952	180	20.4	882	(80)	(81)	(7)	(6)
198	**Rock Springs, WY**	**31,805**	**9,052**	**285**	**27.1**	**1,049**	**32**	**18**	**(11)**	**(12)**
199	Hobbs, NM	31,664	8,213	259	25.9	1,003	(11)	(16)	(5)	(6)
200	Eau Claire, WI	31,408	7,447	237	23.7	1,001	(14)	(13)	2	3
201	Fairbanks, AK	31,140	13,728	441	13.8	3,201	(1)	2	3	(0)
202	Muskegon, MI	30,338	6,226	205	18.6	1,100	10	(0)	(9)	(6)
203	Myrtle Beach, SC	30,005	5,619	187	21.2	884	(12)	(5)	8	0
204	Helena, MT	28,885	8,544	296	21.3	1,388	2	6	3	2
205	**Laramie, WY**	**25,411**	**5,923**	**233**	**22.6**	**1,030**	**2**	**11**	**9**	**11**
206	Bangor, ME	23,433	7,255	310	15.8	1,955	1	8	7	(3)
207	Sun Valley, ID	22,170	5,834	263	24.1	1,091	24	31	6	3
208	Carlsbad, CA	21,187	5,421	256	13.5	1,894	(78)	(77)	2	1
209	North Bend, OR	20,655	5,306	257	21.3	1,203	(4)	9	13	6
210	Hays, KS	15,886	3,889	245	25.0	981	68	76	5	0
All UA US Markets		**161,567,110**	**43,952,666**	**272**	**15.4**	**1,761**	**1**	**(3)**	**(4)**	**(4)**

Source: Diio Mi

5.4 Summary of SWOT Determinations

Table 5.17 provides a summary of each of the SWOT factors.

TABLE 5.17 SUMMARY OF SECTION 5 SWOT

ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
5.1 US Airport Comparison	LAR and GCC surpassed the national average in passenger growth since 2014.	Eight Wyoming airports were below the national average in passenger growth, with seven of the 10 airports experiencing declining passengers.
	Nationally, airline revenue remained steady while four Wyoming airports experienced growth including JAC, GCC, COD and LAR.	Five Wyoming airports experienced double digit declining airline revenue, including RKS, RIW, CYS, WRL and SHR.
	Nine of the 10 Wyoming airports had fare improvement, which helps airline profitability, while nationally fares decreased.	Seats decreased at five Wyoming airports while seats nationally increased 2 percent.
	While departures decreased nationally by 2 percent, JAC, CPR and WRL benefitted from increased departures.	All but COD experienced declining load factors year-over-year while load factors increased marginally on a national level.
5.2 Northwest Region Airports Comparison	While the Northwest average fare decreased 1 percent, nine of the 10 Wyoming airports experienced increasing fares which aided in several Wyoming airports having increasing revenue and yield despite passenger declines.	In general, the performance of the Wyoming airports was below the Northwest Region average with most Wyoming airports having decreasing passengers and revenue compared to an overall increase in the Northwest Region.
	Five of the Wyoming airports had increasing seats, at a rate higher than the Northwest Region average.	Wyoming airports averaged load factors much less than the Northwest Region average.
5.3 Airline Comparison	American: JAC's load factor of 84 percent was at American's US system average and remained steady with significant increased capacity.	Allegiant: While seats and departures at CPR increased since 2014, revenue, fare and yield decreased significantly.
	Delta: JAC and CPR had increased seats year-over-year and improvement in revenue, fare and yield.	Delta: GCC, COD and RKS experienced declining seats and declining passengers and revenue year-over-year.
	United: GCC, RKS and LAR responded well with the significant increased capacity, with improvement in passengers and revenue.	Great Lakes: All four Wyoming airports experienced declining passengers and revenue year-over-year, similar to the overall Great Lakes system performance.
	United: All Wyoming airports except for CPR had strong year-over-year improvement in passengers and revenue for United, surpassing United's system average.	United: CPR, the only Wyoming airport to have year-over-year declines in seats and departures, also had declining passengers and revenue.

Section 6. Airline Situational Analysis

This section reviews domestic airlines and their domestic plans for expansion/retraction and individual hub focus. Current fleet mix by hub and fleet plans are discussed by airline. An opportunity assessment by airline for each of the Wyoming airports is also included.

6.1 Type of Service

There are basically two types of air service, point-to-point and hub feeder service. Point-to-point service is nonstop local service between two airports with few if any connecting opportunities. Hub feeder service is service to an airport with extensive connecting opportunities to get passengers to their intended destinations. The most popular type of consumer service is point-to-point. It offers the greatest time savings and convenience while avoiding the uncertainties of connecting from one flight to another. Many factors contribute to the economic feasibility of point-to-point service such as frequency requirements, preferences regarding aircraft size, jet versus turboprop aircraft and favored airline frequent flyer programs. These factors seriously limit opportunities for cost-effective point-to-point service, which typically only the largest markets can support.

The majority of service to smaller markets is hub feeder service. This demand aggregate system allows the airlines to transport passengers from a wider market area to a single point before connecting them on to their ultimate destinations. This competitive routing system creates an economical option for air travel, but eliminates most opportunities for profitable point-to-point service in smaller markets due to fragmenting demand among multiple travel options. Because of this, the market opportunity discussion for Wyoming commercial service airports focuses primarily on hub feeder service.

6.2 Major Network Airlines

Each of the major network airlines including American Airlines, Delta Air Lines and United Airlines, are discussed in this section with a review of their existing departures and seats by hub/focus city, equipment type used, and potential opportunities in Wyoming. Other airlines and their business models are reviewed in subsequent sections.

6.2.1 American Airlines

The American/US Airways merger officially closed December 9, 2013. In October 2015, American and US Airways completed the public facing portion of the merger. The combined airline became a single airline, American Airlines, and became the world's largest airline. The majority of senior management is from US Airways (and originally America West), including the Chief Executive Officer, President, Chief Commercial Officer and Chief Financial Officer.

HUBS/FOCUS CITIES

Table 6.1 compares American's departures and seats in July 2016 with the prior year. Overall average daily seats increased 1 percent while departures decreased 1 percent, due to American replacing smaller aircraft with larger aircraft. The most significant hub change year-over-year was at Los Angeles with an increase in seats of 21 percent and departures of 15 percent, followed by New York Kennedy with an increase of 8 percent in seats and 6 percent in departures. The largest decreases were at Philadelphia and Phoenix-Sky Harbor with seat decreases of 5 percent at each hub.

TABLE 6.1 AMERICAN - DEPARTURES AND SEATS BY HUB

HUB/ FOCUS CITY	JULY 2016			JULY 2015			% CHANGE YOY		
	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE
Dallas, TX (DFW)	93,738	786	119	95,049	814	117	(1)	(3)	2
Charlotte-Douglas, NC	69,743	651	107	68,212	649	105	2	0	2
Miami, FL	49,359	329	150	50,255	332	151	(2)	(1)	(1)
Chicago, IL (ORD)	47,731	478	100	46,588	475	98	2	1	2
Philadelphia, PA	40,087	419	96	42,234	453	93	(5)	(8)	3
Phoenix, AZ (PHX)	36,920	287	129	39,029	299	131	(5)	(4)	(2)
Los Angeles, CA	30,147	222	136	24,831	194	128	21	15	6
Washington, DC (DCA)	20,626	233	89	20,622	238	87	0	(2)	2
New York, NY (LGA)	15,435	154	101	14,843	152	98	4	1	3
New York, NY (JFK)	14,818	104	142	13,727	98	140	8	6	2
Total all markets	**730,623**	**6,690**	**109**	**723,040**	**6,730**	**107**	**1**	**(1)**	**2**

Source: Diio Mi; As of 5/19/16

Reduction in Smaller Regional Jets and Turboprops
Year-over-year, American's use of 50-seat or smaller regional jets and turboprop aircraft declined.

AIRCRAFT IN USE

Table 6.2 outlines the aircraft in use for American in July 2016. Forty-seven percent of departures are provided on Airbus, Boeing or McDonnell Douglas mainline aircraft. Twenty-three percent of departures are with 50-seat or smaller regional jet aircraft, compared to 26 percent in 2015. Only 3 percent of departures are provided with turboprop aircraft, down 1 percentage point since 2015. Aircraft with the highest percentage change since 2015 include a 19 percent reduction in Canadair Regional Jet (CRJ)-200 aircraft, a 21 percent reduction in MD80/82 aircraft, a 20 percent reduction in Dash-8-100 turboprop aircraft and the elimination of the Embraer (E)-170 regional jets. Offsetting these decreases was a 29 percent increase in the use of CRJ-900 aircraft and a 31 percent increase in E-175 aircraft.

TABLE 6.2 AMERICAN - AIRCRAFT IN USE

AIRCRAFT TYPE	SEATING CAPACITY	AVERAGE DAILY DEPARTURES		
		JULY 2016	JULY 2015	% CHANGE
Airbus A319/320/321/330	128-291	1,457	1,396	4
Boeing 737/757/767/777/787	160-310	1,303	1,283	2
Bombardier CRJ-200	50	779	968	(19)
Bombardier CRJ-900	76	676	525	29
Embraer ERJ-145	50	671	698	(4)
Embraer E-175	76-80	642	490	31
McDonnell Douglas MD80/82	140	365	463	(21)
Bombardier CRJ-700	63-70	352	309	14
DeHavilland Dash-8-100	35	148	185	(20)
Embraer E-190	99	106	103	3
Embraer ERJ-140	44	105	93	13
DeHavilland Dash-8-300	48	86	94	(9)
Embraer E-170	69	0	122	(100)
Total		**6,690**	**6,730**	**(1)**

Source: Diio Mi; As of 5/19/16

While the operating certificates and marketing codes have been merged, and American is the sole surviving "public facing" entity, the airline is still limited to operating specific aircraft by specific crews until the final contracts are approved by each work group. While that process can take years to fully integrate, American has begun to shift legacy-US Airways aircraft into legacy-American hubs, and vice-versa, to match aircraft with demand. This process will continue for many years to come, until eventually there is no discernable difference (public or otherwise) to the aircraft operating at American.

American has embarked on a massive fleet renewal process that will last until the end of the decade, and by the end of 2017, its fleet will be the youngest of any of the major airlines in the US. They are replacing MD80 and Boeing 757 aircraft with Airbus A319 and A321 aircraft, while replacing much of the Boeing 767 and Airbus A330 fleets with new wide-body aircraft such as Boeing 787s and Airbus A350s. This has created significant flux in the

departures and capacities on many routes as they are rightsizing their schedules for each market. These changes are predominately resulting in larger gauge (more seats) than the older aircraft. This has led to capacity increases, while American has actually reduced the number of departures.

On the regional side, American Eagle is also going through a massive re-fleeting post-merger. American had the smallest fleet of large regional jets of any of the legacy carriers, limited by very strict scope clauses. Upon entering bankruptcy, American was able to increase the number and size of the large regional jets significantly, allowing for hundreds of 76-seat aircraft. American was previously limited to just 47 65-seat regional jets. With this change, American has parked the smallest regional jets (37-seat and 44-seat) and many are being replaced with the larger 76-seat regional jets. It is expected that long term the majority of the 50-seat aircraft at American will likewise be retired and replaced by larger regional jets. This can be a double edged sword for many communities. For those communities that rely solely upon smaller regional jets, the change to larger aircraft could result in fewer departures or cessation of service unless sufficient ridership fills the larger aircraft. Those same larger regional jets, however, can also be used to operate on much longer stage lengths, allowing for the ability to tie some communities to hubs that would otherwise not be able to support service on 50-seat aircraft or small mainline aircraft.

MARKET OPPORTUNITIES

To assist with the assessment of market opportunities, **Table 6.3** recaps the origin and destination passengers by hub for each Wyoming commercial service airport.

TABLE 6.3 WYOMING AIRPORT O&D PASSENGERS BY AMERICAN AIRLINES HUB – CY 2015

TOP AA HUBS	WYOMING COMMERCIAL SERVICE AIRPORT - O&D PASSENGERS									
	COD	CPR	CYS	GCC	JAC	LAR	RIW	RKS	SHR	WRL
Dallas, TX (DFW)	1,837	6,827	130	3,157	24,349	469	122	1,219	20	88
Charlotte-Douglas, NC	546	847	28	276	8,080	127	9	186	0	10
Miami, FL	143	366	0	211	3,515	0	0	115	0	0
Chicago, IL (ORD)	1,455	3,322	102	1,388	29,195	898	46	592	19	0
Philadelphia, PA	868	831	18	217	14,112	220	9	173	0	21
Phoenix, AZ (PHX)	2,788	8,403	120	3,165	5,688	781	213	586	10	58
Los Angeles, CA	2,505	2,777	103	1,308	28,500	556	166	503	28	18
Washington, DC (DCA)	764	1,214	28	276	10,314	473	9	76	0	0
New York, NY (LGA)	592	2,206	28	737	25,145	341	60	339	20	10
New York, NY (JFK)	240	508	0	51	10,308	0	0	10	0	0

Source: Diio Mi

While connecting passengers are essential for successful hub service, the local market (hub destination) is a key element in an airline's decision to operate nonstop service. Each airline has a different threshold at each of their hubs for the minimum percentage of local passengers desired. To give perspective, for American, the average percentage of local passengers system-wide was 34.1 percent in 2015. With a 50-seat regional jet at an 80 percent load factor, a Wyoming airport needs approximately 10,000 origin and destination passengers to meet the average. While this varies by hub, it gives perspective on potential market opportunities for American.

With existing nonstop service to Dallas, Chicago and Los Angeles, JAC has significant passengers to these hubs. The next highest number of passengers to American's hubs without nonstop service include Philadelphia, Washington National, New York LaGuardia and New York Kennedy. These hubs are the top opportunities for new American service at JAC with peak season, less-than-daily service most likely. Of those hubs, New York LaGuardia has the highest amount of traffic. American could consider Saturday only service since the New York LaGuardia perimeter rule does not allow service on other days; however, American may be hesitant to serve the market due to Delta's existing service to New York Kennedy and United's service to Newark.

American previously served CYS to Dallas/Ft. Worth from July 2010 to March 2012; however, market performance was poor with load factors averaging 63 percent. Service peaked in the summer of 2011 with monthly loads as high as 85 percent but off-peak months averaged as low as 51 percent. Previous poor service performance is a difficult hurdle to overcome in discussions of service reinstatement without evidence of why demand levels would improve. It is unlikely that American would consider service to any of the other Wyoming commercial service airports due to hub distances and market sizes without economic incentives. American may consider CPR-Phoenix-Sky Harbor service with 8,403 origin and destination passengers (larger than JAC) and the nonstop market stimulation that would likely occur.

6.2.2 Delta Air Lines

Delta is the furthest along of the legacy carriers post-merger with Northwest Airlines, and it could be argued that they have been the most successful of the mergers. Delta has consistently ranked as one of the top airlines for operational performance and customer service since their merger, and continues to evolve as an airline.

HUBS/FOCUS CITIES

Across the Delta system, Delta operates an extensive route network with hubs/focus cities at Atlanta, Minneapolis, Detroit, New York LaGuardia and Kennedy, Salt Lake City, Los Angeles and Seattle. **Table 6.4**, next page, provides frequency and capacity changes at Delta's hubs. All but New York LaGuardia experienced increases in seats over 2015. Atlanta continues to be the largest hub in the world for a single airline, with over 1,000 daily mid-week departures this summer. Minneapolis and Detroit offer the same number of departures

(421). While they have about 42 percent of the departures that are offered at Atlanta, both airports have a smaller average number of seats per departure and have only about 35 percent of the number of available seats. The remaining hubs for Delta are all approximately the same size, offering between 150 and 250 daily departures, and serving specific niches, such as international for New York Kennedy and Seattle. The most significant year-over-year growth occurred at New York Kennedy and Seattle.

TABLE 6.4 DELTA - DEPARTURES AND SEATS BY HUB

HUB	JULY 2016			JULY 2015			% CHANGE YOY		
	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE
Atlanta, GA	134,762	989	136	133,551	985	136	1	0	0
Minneapolis, MN	48,489	421	115	47,427	418	114	2	1	2
Detroit, MI	44,110	421	105	43,895	416	106	0	1	(1)
New York, NY (JFK)	30,708	220	140	27,997	203	138	10	8	1
Salt Lake City, UT	28,012	251	112	26,439	242	109	6	4	2
Los Angeles, CA	24,181	166	146	22,263	157	142	9	5	3
New York, NY (LGA)	21,090	236	90	21,456	245	88	(2)	(4)	2
Seattle-Tacoma, WA	19,034	147	130	16,162	123	132	18	19	(1)
Total all markets	**661,286**	**5,551**	**119**	**642,783**	**5,442**	**118**	**3**	**2**	**1**

Source: Diio Mi; As of 5/19/16

AIRCRAFT IN USE

Delta's fleet distribution by hub is depicted in **Table 6.5**. Delta has reduced the total number of 50-seat regional jets in its network while adding larger regional jets and mainline flying. The number of Embraer 145 daily departures are down 69 percent year-over-year, while there was some growth in the 50-seat Bombardier product. Delta continues to evolve its fleet, and recently placed an order with Bombardier for 100 of their C-Series 300 aircraft, which will fit in size between the Boeing 717 and 737 aircraft. Delta has stated that the purpose of those aircraft will be to replace more 50-seat regional jets, leaving just a fraction of what Delta operated at one point.

TABLE 6.5 DELTA - AIRCRAFT IN USE

AIRCRAFT TYPE	SEATING CAPACITY	AVERAGE DAILY DEPARTURES		
		JULY 2016	JULY 2015	% CHANGE
Boeing 717/737/747/ 757/767/777	110-376	1,630	1,591	2
McDonnell Douglas MD-88/90	149-160	876	848	3
Bombardier CRJ-200	50	857	729	18
Bombardier CRJ-900	76	731	706	4
Airbus A319/320/321/330	126-293	640	612	5
Bombardier CRJ-700	65-70	418	418	(0)
Embraer E-175	76	248	242	3
Embraer E-170	69	86	87	(2)
Embraer ERJ135/140/145	50	64	208	(69)
Total		**5,551**	**5,442**	**2**

Source: Diio Mi; As of 5/19/16

Few New Market Opportunities in Wyoming with Delta

Delta serves four Wyoming markets to Salt Lake City and offers service at least seasonally to all top hub markets except Detroit at JAC.

Table 6.6 recaps the origin and destination passengers by hub for Delta for each Wyoming commercial service airport.

TABLE 6.6 WYOMING AIRPORT O&D PASSENGERS BY DELTA AIR LINES HUB - CY 2015

	WYOMING COMMERCIAL SERVICE AIRPORT - O&D PASSENGERS									
TOP DL HUBS	COD	CPR	CYS	GCC	JAC	LAR	RIW	RKS	SHR	WRL
Atlanta, GA	1,389	2,064	47	930	20,704	235	58	399	0	0
Minneapolis, MN	744	3,170	175	387	11,970	735	177	812	19	0
Detroit, MI	1,011	1,690	19	646	6,605	173	18	258	0	10
New York, NY (JFK)	240	508	0	51	10,308	0	0	10	0	0
Salt Lake City, UT	4,166	8,028	123	3,784	4,513	246	0	61	19	0
Los Angeles, CA	2,505	2,777	103	1,308	28,500	556	166	503	28	18
New York, NY (LGA)	592	2,206	28	737	25,145	341	60	339	20	10
Seattle-Tacoma, WA	1,184	4,891	67	1,123	7,790	780	152	609	0	18

Source: Diio Mi

For Delta, the average percentage of local passengers system-wide was 31.9 percent in 2015. With a 50-seat regional jet at an 80 percent load factor, a Wyoming airport needs approximately 9,300 origin and destination passengers to meet the average on an annual basis. While this varies by hub, it gives perspective on potential market opportunities for Delta.

Delta currently serves four markets in Wyoming: COD (Salt Lake City), CPR (Salt Lake City), GCC (Salt Lake City) and JAC (Atlanta, New York Kennedy, Los Angeles, Minneapolis, Salt Lake City and Seattle). JAC also previously had nonstop service to Cincinnati before it was de-hubbed, and CPR had Minneapolis service from October 2004 to August 2009 by Northwest Airlines prior to the merger. All of the non-JAC service is operated with 50-seat regional jets. Delta's plan on continued reduction in that size aircraft could impact service on Delta to these markets if they are not able to generate sufficient passengers to support the larger aircraft. Due to the smaller market sizes and the stage lengths to other Delta hubs, it is unlikely that Delta will add additional service to non-JAC routes.

JAC currently has daily year-round service to Salt Lake City, winter/summer seasonal service to Atlanta, Los Angeles and Minneapolis and winter only service to New York and Seattle. The only hub without nonstop service is Detroit. An analysis on the local travel demand to Detroit and Michigan would need to be done to see if the market could support nonstop service. It is likely that growth at JAC will involve the migration to larger gauge aircraft, as well as potential for additional frequency. Load factors to Atlanta and Minneapolis have been very high, especially during the summer months.

6.2.3 United Airlines

In 2012, United/Continental Airlines completed their merger. Plagued by operational, information technology (IT) and customer service problems, management turn-over occurred in what was likely an attempt to improve overall performance of the airline. Wall Street and United's unions have publicly questioned United's performance in comparison to American and Delta.

HUBS/FOCUS CITIES

United operates hubs at Chicago O'Hare, Houston Intercontinental, Newark, San Francisco, Denver, Washington Dulles and to a lesser extent Los Angeles. **Table 6.7** shows seat growth at United's hubs year-over-year, with the exception of Houston Intercontinental and Los Angeles. United has, however, had the largest decline in seats and departures over the past five years compared to the other major airlines. Houston Intercontinental continues to shrink from its position as the largest hub for the pre-merger Continental or United. This reduction will likely continue in the near term as fuel prices continue to be depressed compared to historical averages. United has also made the decision to make San Francisco its primary Pacific gateway, reducing the size and breadth of Los Angeles. The hub is down 8 percent in seats and 6 percent in departures year-over-year, while its California counterpart's (San Francisco) capacity is up 7 percent.

TABLE 6.7 UNITED - DEPARTURES AND SEATS BY HUB

HUB/ FOCUS MARKET	JULY 2016			JULY 2015			% CHANGE YOY		
	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE
Chicago, IL (ORD)	59,106	568	104	57,524	584	98	3	(3)	6
Houston, TX (IAH)	53,272	513	104	58,041	564	103	(8)	(9)	1
Newark, NJ	48,695	427	114	46,292	410	113	5	4	1
San Francisco, CA	41,188	295	140	38,350	282	136	7	5	3
Denver, CO	40,171	396	101	37,626	386	97	7	3	4
Washington, DC (IAD)	25,038	226	111	23,490	221	106	7	2	4
Los Angeles, CA	19,899	147	135	21,610	157	138	(8)	(6)	(2)
Total all markets	**514,578**	**4,800**	**107**	**511,764**	**4,897**	**105**	**1**	**(2)**	**3**

Source: Diio Mi; As of 5/19/16

AIRCRAFT IN USE

Table 6.8 provides the average daily departures by aircraft for July 2016. United continues to alter its regional fleet significantly. The 71-seat Q-400 turboprop aircraft are being completely retired in 2016, eliminating over 100 daily departures. Use of the 50-seat regional jet aircraft also continues to shrink; however, these smaller aircraft combined still account for nearly 1,500 daily departures for the United network. The retirements for the 50-seat aircraft are expected to accelerate over the next couple of years, as the contracts with partners such as ExpressJet are adjusted to park the small regional jets in favor of larger regional jets and mainline aircraft.

TABLE 6.8 UNITED - AIRCRAFT IN USE

AIRCRAFT TYPE	SEATING CAPACITY	AVERAGE DAILY DEPARTURES		
		JULY 2016	JULY 2015	% CHANGE
Boeing 737/747/757/767/777/787	118-344	1,496	1,475	1
Embraer ERJ135/ERJ140/ERJ145	37-50	952	1,117	(15)
Airbus A319/320	128-150	593	564	5
Canadair CRJ-700	70	521	580	(10)
Embraer E-175	76	476	287	66
Canadair CRJ-200	50	472	459	3
Embraer E-170	70	177	193	(8)
DeHavilland DHC-8-200	37	81	72	11
DeHavilland DHC-8-300	50	21	29	(29)
ATR-42/72	46	11	9	25
DeHavilland DHC-8-400	71	0	112	(100)
Total		**4,800**	**4,897**	**(2)**

Source: Diio Mi; As of 5/19/16

As with the other legacy carriers, as United replaces small regional jets with mainline aircraft, it will put pressure on the smaller communities and their ability to support air service in many cases. **The ability to generate enough demand to jump to a 70-seat regional jet or up to a 120-seat mainline aircraft will determine the ability for communities to retain air service.**

MARKET OPPORTUNITIES

Table 6.9 recaps the origin and destination passengers by hub for United for each Wyoming commercial service airport.

TABLE 6.9 WYOMING AIRPORT O&D PASSENGERS BY UNITED AIRLINES HUB - CY 2015

TOP UA HUBS	WYOMING COMMERCIAL SERVICE AIRPORT - O&D PASSENGERS									
	COD	CPR	CYS	GCC	JAC	LAR	RIW	RKS	SHR	WRL
Chicago, IL (ORD)	1,455	3,322	102	1,388	29,195	898	46	592	19	0
Houston, TX (IAH)	2,132	8,567	244	1,868	19,422	957	56	3,093	40	18
Newark, NJ	830	964	38	529	23,141	390	60	271	0	20
San Francisco, CA	1,553	2,252	56	950	23,369	648	186	271	0	30
Denver, CO	4,831	5,009	679	3,998	17,512	2,178	2,817	4,108	488	2,118
Washington, DC (IAD)	946	2,053	75	875	12,590	596	147	295	0	20
Los Angeles, CA	2,505	2,777	103	1,308	28,500	556	166	503	28	18

Source: Diio Mi

For United, the average percentage of local passengers system-wide was 38.3 percent in 2015. With a 50-seat regional jet at an 80 percent load factor, a Wyoming airport needs approximately 11,180 origin and destination

passengers to meet the average on an annual basis. While this varies by hub, it gives perspective on potential market opportunities for United.

Due to the location of its Denver hub, United is the largest carrier in Wyoming, both in terms of departures, seats and destinations. United serves six destinations in Wyoming: COD (Denver and Chicago O'Hare), CPR (Denver), GCC (Denver), JAC (Chicago O'Hare, Denver, Houston, Los Angeles, Newark and San Francisco), LAR (Denver) and RKS (Denver). Similar to Delta, United serves all markets except for COD and JAC to a single hub, Denver, and with only 50-seat regional jet aircraft.

JAC is scheduled to have service to all of United's top hubs at least seasonally. The primary opportunity for JAC is extended seasonal service, equipment upgrades or additional frequency to the existing hubs. It is not likely that any of the non-JAC markets could support service to any of United's other hubs, unless a significant change in demand materializes, especially on a local origin and destination basis to that new hub. The stage lengths involved to the next closest hub (Chicago or Houston) add significant expenses and do not provide much additional connections than what is currently offered at Denver.

6.3 Low-Cost Airlines

This section includes a discussion of carriers considered to be low-cost airlines, including: Alaska Airlines, JetBlue Airways, Southwest Airlines and Virgin America.

6.3.1 Alaska Airlines

Alaska is consistently one of the more profitable of the low-cost airlines. Looking forward, it is anticipated that Alaska will continue to add flying to Seattle in response to Delta's growth and competition in Seattle. Alaska has also announced the planned purchase of Virgin America. This purchase will greatly increase the footprint of Alaska on the West Coast, especially in the San Francisco Bay area, in which Virgin has its primary hub of operations.

HUBS/FOCUS CITIES

Table 6.10, next page, compares Alaska's average daily departures and seats in July 2016 to July 2015. The majority of Alaska's flying is based in Seattle and Portland, but Alaska has made overtures to focus cities in California. Alaska grew seats and departures at each of its hubs/focus cities year-over-year. The highest growth on a percentage basis was San Jose and San Diego, with seat growth of 26 percent and 11 percent, respectively. Seattle, however, is significantly larger than the next larger hub, Portland, with nearly 300 daily departures compared to just 127 for Portland. It is expected that San Francisco will become the third largest hub once the acquisition of Virgin America is finalized.

TABLE 6.10 ALASKA - DEPARTURES AND SEATS BY HUB

HUB/ FOCUS MARKET	JULY 2016			JULY 2015			% CHANGE YOY		
	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE
Seattle-Tacoma, WA	37,948	299	127	36,117	295	123	5	1	4
Portland, OR	12,896	127	102	12,661	125	102	2	2	0
Anchorage, AK	7,153	54	133	7,147	53	135	0	2	(2)
Los Angeles, CA	5,894	40	147	5,790	40	146	2	1	1
San Diego, CA	4,000	30	134	3,589	25	141	11	17	(5)
San Jose, CA	3,483	28	125	2,772	20	137	26	37	(8)
Total all markets	**124,919**	**1,030**	**121**	**117,278**	**982**	**119**	**7**	**5**	**2**

Source: Diio Mi; As of 5/19/16

AIRCRAFT IN USE

Table 6.11 provides Alaska's aircraft in use for July 2016. Fifty-four percent of departures are provided on mainline aircraft while 37 percent are provided with Horizon Air's Bombardier Q400 aircraft. The remaining departures are contracted through SkyWest Airlines with the CRJ-700 and EMB-175. Alaska has placed a large order for more Boeing aircraft, specifically 50 Boeing 737-900ERs and the Boeing 737MAX. Alaska also placed an order for 30 additional EMB-175 aircraft that will be operated by Horizon. It is expected that the first 15 deliveries through 2018 will be used to replace 15 Q400 aircraft. This exchange will likely increase the amount of flying on the same number of aircraft, as the EMB-175 is faster and able to fly more hours in a given day than a Q400. By the end of 2016, Alaska also plans to replace all CRJ-700 aircraft with larger EMB-175 aircraft.

TABLE 6.11 ALASKA - AIRCRAFT IN USE

AIRCRAFT TYPE	SEATING CAPACITY	AVERAGE DAILY DEPARTURES		
		JULY 2016	JULY 2015	% CHANGE
Boeing 737	124-181	557	535	4
DeHavilland DHC-8-400	76	388	393	(1)
Embraer E-175	76	44	12	266
Canadair CRJ-700	70	41	42	(1)
Total		**1,030**	**982**	**5**

Source: Diio Mi; As of 5/19/16

MARKET OPPORTUNITIES

Table 6.12 recaps the origin and destination passengers by hub for Alaska for each Wyoming commercial service airport.

TABLE 6.12 WYOMING AIRPORT O&D PASSENGERS BY ALASKA AIRLINES HUB - CY 2015

TOP AS HUBS	WYOMING COMMERCIAL SERVICE AIRPORT - O&D PASSENGERS									
	COD	CPR	CYS	GCC	JAC	LAR	RIW	RKS	SHR	WRL
Seattle-Tacoma, WA	1,184	4,891	67	1,123	7,790	780	152	609	0	18
Portland, OR	849	3,998	49	902	3,884	869	139	460	0	10
Anchorage, AK	546	2,325	57	527	1,169	91	9	358	10	0
Los Angeles, CA	2,505	2,777	103	1,308	28,500	556	166	503	28	18
San Diego, CA	1,109	3,262	83	644	6,916	414	19	310	19	0
San Jose, CA	832	1,311	18	429	3,400	77	47	118	0	0

Source: Diio Mi

For Alaska, the average percentage of local passengers system-wide was 59.4 percent in 2015. With a 76-seat aircraft at an 80 percent load factor, a Wyoming airport needs approximately 26,364 origin and destination passengers to meet the average on an annual basis. While this varies by hub, it gives perspective on potential market opportunities for Alaska. For seasonal service, a lower annual passenger number would be required.

Alaska does not serve any markets in Wyoming, and has not served Wyoming since Horizon Air discontinued service from Boise to JAC in March 1997. JAC is the only market that will likely be able to support service from Alaska; however, Delta already operates JAC-Los Angeles and JAC-Seattle service, making it more difficult for Alaska to enter the market.

6.3.2 JetBlue Airways

With consistently strong profits, JetBlue has generally grown at a fairly fast rate compared to other airlines. However, recently, JetBlue has slowed their growth from historical numbers but continues growth mainly to the Caribbean and Latin America.

HUBS/FOCUS CITIES

JetBlue Airways operates hubs at New York Kennedy and Boston with several other focus cities such as Fort Lauderdale, Long Beach and Orlando. Average daily seats are up 6 percent in July 2016 compared to the prior year while departures are up 4 percent (**Table 6.13**, next page). All markets listed increased except for New York Kennedy, Long Beach and Washington National with the largest increases at Fort Lauderdale and Newark.

TABLE 6.13 JETBLUE - DEPARTURES AND SEATS BY FOCUS CITY

FOCUS CITY/ HUB	JULY 2016			JULY 2015			% CHANGE YOY		
	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE
New York, NY (JFK)	24,124	166	145	24,143	173	139	(0)	(4)	4
Boston, MA	16,324	133	123	15,176	126	121	8	6	2
Fort Lauderdale, FL	11,475	83	139	9,397	69	137	22	20	2
Orlando, FL (MCO)	9,547	68	141	8,778	65	136	9	5	4
San Juan, PR	5,772	43	135	5,771	43	134	0	(1)	1
Long Beach, CA	3,750	25	150	3,900	26	150	(4)	(4)	0
Washington, DC (DCA)	3,187	29	108	3,268	30	110	(2)	(1)	(2)
Newark, NJ	3,060	23	135	2,719	20	136	13	13	(0)
Total all markets	**133,351**	**987**	**135**	**125,848**	**947**	**133**	**6**	**4**	**2**

Source: Diio Mi; As of 5/19/16

AIRCRAFT IN USE

Table 6.14 outlines JetBlue's aircraft fleet in use. JetBlue primarily operates the 150-seat Airbus A320 and the 100-seat ERJ-190. JetBlue has limited flying with the larger Airbus A321.

TABLE 6.14 JETBLUE - AIRCRAFT IN USE

AIRCRAFT TYPE	SEATING CAPACITY	AVERAGE DAILY DEPARTURES		
		JULY 2016	JULY 2015	% CHANGE
Airbus A319/320/321	150-190	636	598	6
Embraer E-190	100	350	349	0
Total		**987**	**947**	**4**

Source: Diio Mi; As of 5/19/16

MARKET OPPORTUNITIES

JetBlue tends to serve large metropolitan cities in the US, except for those to and from Florida destinations. Due to distances to its hubs and the size of aircraft operated, it is unlikely that JetBlue would serve any markets in Wyoming in the near term.

6.3.3 Southwest Airlines

Southwest's merger with AirTran was finalized in 2014 when the final flights of AirTran were ended and everything was shifted over to operating as Southwest. Southwest added a new reservations system for international flights, allowing them to be added, albeit relatively limited. In October 2014, the Wright Amendment, which restricted operations by Southwest at Dallas Love field, expired and led to new nonstop service to markets like Los Angeles, San Diego and Phoenix. Southwest continues to grow its capacity each year; however, capacity increases are predominately due to replacing smaller, older Boeing 737-300 aircraft with larger Boeing 737-800 aircraft.

HUBS/FOCUS CITIES

Table 6.15 compares Southwest's focus city average daily departures and seats in July 2016 with the prior year. All but Chicago Midway, Atlanta and Los Angeles experienced increases in capacity over July 2015. The most significant percentage increases occurred at Denver, Dallas Love Field and Oakland. Overall seats have increased 3 percent while departures have increased 2 percent year-over-year.

TABLE 6.15 SOUTHWEST - DEPARTURES AND SEATS BY FOCUS CITY

FOCUS CITY/ HUB	JULY 2016			JULY 2015			% CHANGE YOY		
	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE
Chicago, IL (MDW)	38,520	256	150	39,072	261	150	(1)	(2)	0
Baltimore, MD	32,776	220	149	32,183	219	147	2	1	1
Las Vegas, NV	32,315	215	151	31,519	213	148	3	1	2
Denver, CO	29,149	193	151	27,036	181	149	8	7	1
Phoenix, AZ (PHX)	25,061	169	148	24,312	165	147	3	3	1
Dallas, TX (DAL)	24,271	169	143	22,314	158	141	9	7	1
Houston, TX (HOU)	22,403	153	146	21,689	152	143	3	1	2
Orlando, FL (MCO)	18,628	124	151	18,154	123	148	3	1	2
Atlanta, GA	17,370	120	145	17,439	122	143	(0)	(2)	1
Los Angeles, CA	17,173	118	146	17,464	120	146	(2)	(2)	(0)
Oakland, CA	16,443	113	146	14,940	103	145	10	10	0
Total all markets	**557,474**	**3,794**	**147**	**542,767**	**3,725**	**146**	**3**	**2**	**1**

Source: Diio Mi; As of 5/19/16

AIRCRAFT IN USE

Table 6.16 outlines Southwest's aircraft fleet in use. Southwest operates a fleet of Boeing 737 aircraft. As noted above, Southwest has continued to decrease the number of departures on its Boeing 737s (-300 and -500) and has been replacing them with a combination of Boeing 737-700 and -800 aircraft. The Boeing 737-800 fleet is significantly larger in term of seats than the other aircraft and is the bulk of the new aircraft deliveries that Southwest has scheduled going forward. This will apply pressure to markets that are potentially on the bubble to support mainline Southwest service, since the -800 aircraft seat 175 instead of 122 or 143 seats of the older aircraft.

TABLE 6.16 SOUTHWEST - AIRCRAFT IN USE

AIRCRAFT TYPE	SEATING CAPACITY	AVERAGE DAILY DEPARTURES		
		JULY 2016	JULY 2015	% CHANGE
Boeing B737-700	143	2,654	2,492	6
Boeing B737-300	137-143	544	701	(22)
Boeing B737-800	175	536	430	25
Boeing B737-500	122	60	103	(42)
Total		**3,794**	**3,725**	**2**

Source: Diio Mi; As of 5/19/16

MARKET OPPORTUNITIES

Like JetBlue, Southwest does not operate to any markets in Wyoming, and due to its current business model and fleet structure, it is unlikely for them to consider flying to any of the markets in the near future. JAC seasonally would be a large enough market to support Southwest service; however, Southwest's union contracts are unfavorable for less-than-daily service and airport operations with less than six daily departures.

6.3.4 Virgin America

As discussed under the Alaska Airlines section, Virgin America is in the process of being acquired by Alaska and will eventually be absorbed into the Alaska brand. Up until now, Virgin typically operated into very large markets from their primary focus cities of San Francisco and Los Angles. **Table 6.17**, next page, details the top markets that Virgin serves. Virgin America has had significant growth since 2015, with a 16 percent increase in seats and 13 percent increase in departures in total. Las Vegas was their highest percentage growth market followed by San Francisco and Los Angeles. Virgin America's fleet consists of the Airbus A319 and 320 aircraft with some shifting from the A319 to the larger A320 since 2015. In July 2016, the A320 makes up 83 percent of Virgin America's

departures. It is unlikely that Virgin would serve a Wyoming community under their current structure; however, once they are integrated into Alaska, service to San Francisco on Alaska is a potential option for at least JAC.

TABLE 6.17 VIRGIN AMERICA - DEPARTURES AND SEATS BY FOCUS CITY

FOCUS CITY/ HUB	JULY 2016			JULY 2015			% CHANGE YOY		
	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE
San Francisco, CA	8,773	60	146	7,072	50	142	24	21	2
Los Angeles, CA	5,992	41	145	5,165	37	141	16	13	3
Las Vegas, NV	1,992	14	144	1,462	11	137	36	30	5
New York, NY (JFK)	1,714	12	148	1,584	11	147	8	8	0
Dallas, TX (DAL)	1,686	14	123	2,138	17	123	(21)	(21)	(0)
Total all markets	**28,984**	**203**	**143**	**25,048**	**179**	**140**	**16**	**13**	**2**

Source: Diio Mi; As of 5/19/16

6.4 Ultra Low-Cost Airlines

This section includes a discussion of carriers considered to be ultra-low-cost airlines, including: Allegiant, Frontier Airlines and Spirit Airlines.

6.4.1 Allegiant

Allegiant has been changing their strategy with the majority of its growth since 2014 in larger markets such as: Cincinnati, Indianapolis, Omaha, Oklahoma City, Pittsburgh and Tulsa. Allegiant continues to discuss opportunities to Mexico and the Caribbean.

HUB/FOCUS CITIES

In general, Allegiant's leisure destination oriented service is focused primarily on service to Orlando-Sanford, Las Vegas, Tampa-St. Petersburg and Phoenix-Mesa with limited service in select other markets such as Punta Gorda. With the exception of Las Vegas, service is provided through secondary airports (e.g. Sanford, Mesa). Service is generally on a less than daily basis (two to three times weekly) from cities having limited access to service at larger airports. **Table 6.18** compares Allegiant's average daily departures and seats in July 2016. Allegiant's primary growth is in Florida markets. Overall seats increased 20 percent with departures increasing 21 percent. To date, all of Allegiant's service is domestic.

TABLE 6.18 ALLEGIANT - DEPARTURES AND SEATS BY FOCUS CITY

FOCUS CITY	JULY 2016			JULY 2015			% CHANGE YOY		
	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE
Orlando, FL (SFB)	4,675	28	169	4,145	24	170	13	13	(0)
Las Vegas, NV	4,244	25	172	3,907	23	171	9	8	0
St. Petersburg, FL	3,434	20	170	3,056	18	170	12	12	(0)
Phoenix, AZ (AZA)	2,363	15	160	2,138	13	160	10	11	(0)
Punta Gorda, FL	1,918	11	174	1,544	9	167	24	19	4
Los Angeles, CA	1,498	9	168	1,487	9	174	1	5	(4)
Cincinnati, OH	1,170	7	159	946	5	175	24	36	(9)
Fort Lauderdale, FL	1,142	7	174	773	4	176	48	50	(2)
Myrtle Beach, SC	1,080	6	167	922	6	166	17	17	0
Total all markets	**45,204**	**268**	**169**	**37,531**	**222**	**169**	**20**	**21**	**(0)**

Source: Diio Mi; As of 5/19/16

AIRCRAFT IN USE

Table 6.19 provides Allegiant's aircraft in use for July 2016. Allegiant has been aggressively transforming its fleet from a MD-80 operation to an Airbus fleet. The MD80 fleet is down to less than half of all daily departures (48 percent) and will continue to shrink as MD80s are replaced by the Airbus A320-series. This change in fleet has had a profound impact on the schedule model for the airline. The MD80 aircraft were inexpensive aircraft to purchase but expensive to operate due to their relative older age (high fuel and maintenance costs). The transition to a younger Airbus fleet will increase the ownership costs, while reducing the relative cost for fuel and maintenance. This change will necessitate the airline to operate the aircraft more each day on average, and limit its ability to park the airplanes on historically slower days such as Tuesday, Wednesday or Saturday. With the need to operate aircraft all seven days a week, Allegiant has shifted much of its focus to larger markets that can support daily service, not just on peak demand days.

TABLE 6.19 ALLEGIANT - AIRCRAFT IN USE

AIRCRAFT TYPE	SEATING CAPACITY	AVERAGE DAILY DEPARTURES		
		JULY 2016	JULY 2015	% CHANGE
McDonnell Douglas MD-80	166	130	144	(10)
Airbus A320	177	71	41	74
Airbus A319	156	59	30	98
Boeing 757	228	8	8	6
Total		**268**	**222**	**21**

Source: Diio Mi; As of 5/19/16

MARKET OPPORTUNITIES

Allegiant currently serves CPR on a year-round basis to Las Vegas. Due to the relative population sizes and Allegiant's push to focusing on much larger communities, it is unlikely that they will add additional cities in Wyoming in the near term. As for additional service at CPR, many of Allegiant's routes to Las Vegas also have service to Phoenix-Mesa. With over 8,400 origin and destination passengers annually to Phoenix-Sky Harbor, Allegiant will likely consider adding Phoenix-Mesa service.

6.4.2 Frontier Airlines

Frontier was purchased by Indigo Partners, which previously owned Spirit Airlines. Indigo has transformed Frontier into an ultra-low-cost carrier, similar to Spirit. Frontier has become less Denver centric and has been focusing on opportunistic growth in larger markets. Their existing growth has been in very large markets, while canceling service to smaller markets.

Frontier is actively growing their hub/focus cities in 2016 (**Table 6.20**) focusing on markets with significant local demand. After reductions in past years at Denver, Frontier will grow 25 percent at Denver, while Orlando will grow 127 percent year-over-year. Frontier's seat growth at 28 percent is significantly larger than the growth in departures at 10 percent. This is due to Frontier's adjustments in their fleet mix. Frontier's smallest aircraft, the Airbus A319 (150 seats), has shrunk by 23 percent in departures, while the A320 (180 seats) and A321 (230 seats) have shown significant growth.

TABLE 6.20 FRONTIER - DEPARTURES AND SEATS BY FOCUS CITY

FOCUS CITY/ HUB	JULY 2016			JULY 2015			% CHANGE YOY		
	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE
Denver, CO	11,920	70	171	9,510	65	147	25	8	16
Orlando, FL (MCO)	4,094	21	198	1,800	13	143	127	65	38
Las Vegas, NV	2,913	17	170	2,197	14	153	33	19	12
Chicago, IL (ORD)	2,745	15	189	2,584	16	158	6	(11)	19
Atlanta, GA	2,397	15	162	2,485	17	146	(4)	(13)	11
Total all markets	**52,080**	**300**	**174**	**40,825**	**273**	**149**	**28**	**10**	**16**

Source: Diio Mi; As of 5/19/16

Frontier does not currently serve any markets in Wyoming. Due to its rebranding as an ultra-low cost carrier and flying large aircraft, it is unlikely that Frontier would serve any markets in Wyoming except for potentially JAC.

Frontier previously served JAC from 2008 to 2014 on a seasonal basis. Summer load factors were high and Frontier might consider returning to JAC in the future; however, the passenger requirement would be higher as Frontier eliminates their smaller aircraft. In general, Frontier's aircraft are too large in order for them to support even less-than-daily service at most of Wyoming's airports.

6.4.3 Spirit Airlines

Spirit has been actively growing their presence in point-to-point markets. Spirit plans significant growth, but their current growth has been focused in larger markets that can support daily service utilizing aircraft with high density seating. In general, Spirit service has been less than stable with their fleet being redeployed to markets perceived to offer a greater opportunity.

Spirit primarily serves leisure markets with a focus on Fort Lauderdale, Chicago O'Hare, Las Vegas, Dallas/Ft. Worth, Detroit, Los Angeles and Houston Intercontinental. **Table 6.21** compares average departures and seats in July 2016 with the prior year. Overall Spirit's seats and departures have increased 19 and 13 percent, respectively. The most significant increases occurred in the Los Angeles, Detroit, Fort Lauderdale and Las Vegas markets.

TABLE 6.21 SPIRIT AIRLINES - DEPARTURES AND SEATS BY HUB

HUB/ FOCUS CITY	JULY 2016			JULY 2015			% CHANGE YOY		
	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE	AVG DAILY SEATS	AVG DAILY DEPART-URES	AVG SEATS/ DEPART-URE
Fort Lauderdale, FL	9,502	51	188	8,047	48	169	18	6	11
Chicago, IL (ORD)	5,768	31	186	5,443	33	165	6	(6)	13
Las Vegas, NV	5,599	31	181	4,834	28	173	16	11	5
Dallas, TX (DFW)	4,904	28	174	4,816	29	165	2	(4)	6
Detroit, MI	4,279	24	176	3,452	20	169	24	19	4
Los Angeles, CA	4,199	26	162	2,463	14	170	70	80	(5)
Houston, TX (IAH)	3,528	20	176	3,329	21	159	6	(5)	11
Total all markets	**74,395**	**426**	**175**	**62,305**	**375**	**166**	**19**	**13**	**5**

Source: Diio Mi; As of 5/19/16

Spirit operates the Airbus A319, A320 and A321 aircraft with over half of departures on the 226-seat A320 aircraft. Spirit continues to grow its fleet significantly, with a doubling in capacity expected by 2020. This growth is coming predominately in the largest sized aircraft, the Airbus A320 and A321. However, Spirit plans to increase the number of A319 aircraft and begin serving mid-size markets previously not considered a fit with Spirit's business model.

Spirit does not operate at any Wyoming airports, and service into the state is unlikely under Spirit's current airline strategy. With Spirit's larger aircraft most Wyoming market sizes are too small to warrant service.

6.5 Regional Airlines

Historically the regional airline industry was substantially larger and operated a significant amount of independent service outside of capacity purchase agreements with legacy airlines. While it has decreased, there is still a market for independent regional airlines. This section will discuss these airlines, some of which already operate in Wyoming today. The regional airlines can be quickly broken into two separate categories based on the operating certificate they use: Part 135 and Part 121.

Part 121 air carriers are any airline that operate aircraft with 10 or more seats. Typically the regional airlines that fall into this category operate 19-seat Beech 1900D, 30-seat EMB-120 Brasilias, 34-seat Saab-340B or 50-seat or larger regional jets. These airlines were impacted greatly over the past few years by pilot rule changes commonly known as Part 117. The largest change for regional airlines was the requirement for all cockpit crew members to hold a minimum Airline Transport Pilot certificate, which typically necessitates a minimum of 1,500 flight hours of experience. The historical requirements for a first officer was just a commercial pilot certificate, which was typically possible at 250 hours. While it was rare for a pilot to work at a Part 121 airline at the minimum hours, the much lower minimum requirements allowed the airlines to "flex" their hiring standards to meet short term needs. The change drastically affected the short and long-term pilot pool for regional airlines. Part 135 air carriers are required to operate aircraft with less than 10 seats in scheduled passenger service. There has been a strong resurgence in these airlines, as the pilot rule changes and aging aircraft have dramatically impacted the number of Part 121 independent airlines.

6.5.1 Boutique Air

Boutique is a regional airline that operates under the FAA Part 135 scheduled passenger operations, meaning that they can operate aircraft of nine seats or less. Boutique operates the Pilatus PC-12 single engine turboprop aircraft in either an eight or nine-seat setup. Boutique operates more than a dozen routes to EAS markets in the western US. Boutique has been one of the benefactors of the major reduction at Great Lakes Airlines and has picked up numerous routes from Denver. While the airline continues to grow, it is unlikely that they will add any non-subsidized flying in the near future. The relative cost to acquire and operate the aircraft make it very difficult to operate profitably without direct subsidies.

6.5.2 Great Lakes Airlines

Based in Cheyenne, Wyoming, Great Lakes Airlines operates a fleet of 28 19-seat Beechcraft 1900D aircraft and six 30-seat turboprop Embraer-120 Brasilia aircraft. Great Lakes has shrunk considerably in the past two years, having suffered greatly under the new FAR Part 117 pilot hour rules. Great Lakes' historically low wages for pilots puts them at a significant disadvantage when recruiting new pilots, which led the airline to begin to operate the 1900Ds in a nine-seat configuration, enabling them to operate under Part 135 and have first officers with the old commercial pilot hour requirements.

Great Lakes continues to lose EAS contracts at a very fast pace, leaving them with only a handful of contracts remaining. Great Lakes poor operations led to passenger declines at virtually all of their markets, and several communities have been eliminated completely from the EAS program, including WRL, due to these poor passenger numbers. In order for Great Lakes to continue as a regional airline in Wyoming, they are going to have to reinvent themselves quickly.

6.5.3 PenAir

Peninsula Airways, more commonly known as PenAir, is a relative new comer to the lower 48, but has been growing quickly. PenAir is an Alaska-based regional airline that has been operating for many decades. PenAir operates two types of aircraft: 34-seat Saab 340 and 50-seat Saab 2000 aircraft. The airline recently won multiple EAS contracts for service from Denver, which are expected to start in the second half of 2016. The airline has also been growing in the Pacific Northwest, with new routes, both EAS subsidized and non-subsidized, to Portland. **PenAir is likely the best opportunity for an airline to replace service currently offered by Great Lakes or to backfill service from United or Delta in Wyoming if the communities are unable to upgrade to larger regional jets long-term.**

6.5.4 SkyWest Airlines

SkyWest has the largest breadth of service in the state of Wyoming, operating to the majority of the commercial service airports either through its at-risk, pro-rate operations or under capacity purchase agreements with United and Delta. SkyWest is the world's largest regional airline, operating more than 650 regional jets by its two entities: SkyWest Airlines and ExpressJet. SkyWest has contracts with all of the major airlines including Alaska, American, Delta and United. While they have weathered the pilot issues better than many other regional airlines, there have been reports that SkyWest has been impacted more in recent months, and they have been making efforts to work with airlines to park less profitable 50-seat regional jets in favor of larger 76-seat regional jets. In 2015, SkyWest eliminated all of its 30-seat EMB-120 Brasilia aircraft, in large part to simplify its fleet and move pilots over to larger aircraft in which profit margins are expected to be higher. The long-term strategy of the post 50-seat regional jet environment is yet to be decided for SkyWest, especially as it impacts their pro-rate flying. This determination will impact markets such as COD and LAR, where SkyWest is the only carrier in the market.

6.6 Summary of SWOT Determinations

Table 6.22 provides a summary of each of the SWOT factors.

TABLE 6.22 SUMMARY OF SECTION 6 SWOT

ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
6.1 Major Network Airlines	Several new market opportunities exist for JAC for expanded service with American Airlines.	With the exception of JAC and possibly CPR, new airline opportunities were not identified with the major network airlines to hubs not currently served.
	JAC has service to nearly all of Delta's top hubs, with the exception of Detroit.	
	JAC has at least seasonal service to all of United's top hubs.	
6.2 Low-Cost Airlines	There may be an opportunity for Alaska Airlines at JAC.	With the exception of JAC, no new airline opportunities were identified at Wyoming's commercial service airports for low-cost airlines.
6.3 Ultra Low-Cost Airlines	There is an opportunity for Allegiant to add to their existing CPR-Las Vegas service with the addition of Phoenix-Mesa.	With the exception of CPR, no new airline opportunities were identified at Wyoming's commercial service airports for ultra low-cost airlines.
6.4 Regional Airlines	There is a strong opportunity for improved passenger growth at Wyoming's EAS airports with the replacement of Great Lakes Airlines' service with another regional carrier such as PenAir.	Great Lakes Airlines' operational issues have led to declining passengers in all of its markets, including Wyoming.
		SkyWest Airlines' reduction of 50-seat regional jet operations puts some Wyoming service at risk.

Section 7. SWOT Summary

This part of the report aggregates the SWOT determinations by section and provides recommended next steps that can be taken by each airport to retain and/or improve air service.

7.1 SWOT Determinations

Table 7.1 provides each of the strengths/opportunities and weaknesses/threats identified in previous sections.

TABLE 7.1 SUMMARY OF SWOT DETERMINATIONS BY SECTION

SECTION	ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
1 - Introduction/ Background	1.1.1 Frequency and capacity changes		Departures and capacity continue to decline at non-hub airports.
	1.1.2 Airline profit and loss	Sustained profits at domestic airlines provide growth opportunities.	
	1.1.3 Bankruptcies, mergers and acquisition		Continued consolidation of domestic airlines reduces the number of airlines available to serve Wyoming.
	1.1.4 Fleet changes	Larger regional jets are creating capacity growth opportunity in markets with strong demand.	Retirement of 50-seat regional jets will likely reduce frequency at Wyoming airports with potential for loss of service.
	1.1.5 Fluctuating price of fuel	Low fuel prices have led to growth at domestic airlines.	A spike in fuel prices often leads to service cuts and reduced opportunity for expanded service.
	1.1.6 Pilot shortage		With the majority of Wyoming's service provided by regional airlines, the pilot shortage may continue to impact service levels.
	1.1.7 Essential Air Service	COD and LAR service is performing well and not at risk of being cut.	WRL service by Great Lakes Airlines has led to shrinking enplanements and to the loss of EAS eligibility.
2 - Existing and Historical Air Service	2.1 Current Air Service	The three major network airlines, American, Delta and United, provide service in Wyoming.	Significant schedule reductions by Great Lakes Airlines, due to the ongoing pilot shortage, puts greater pressure on smaller communities.

TABLE 7.1 SUMMARY OF SWOT DETERMINATIONS BY SECTION

SECTION	ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
		Due to strong visitor traffic, the state of Wyoming compares well on a seats per capita basis to other states across the nation.	
	2.2 Historical Air Service	Since 2010, CPR, JAC and LAR benefitted from seat increases showing the ability to absorb added capacity with new destinations and larger aircraft.	Air service has been declining in Wyoming, with flights decreasing 41 percent since the 10-year peak in 2008 and seats declining 19 percent since the peak in 2009.
		Seats per departure has increased across most Wyoming airports, with several Wyoming airports supporting larger aircraft.	Continued increases in average seats per departure may result in frequency reductions and/or cessation of service in the smaller Wyoming communities.
	2.3 Seasonality	Most Wyoming communities are not highly seasonal, with demand steady throughout the year.	At airports other than JAC/COD, the lack of seasonal peaks makes it necessary to support any new service on a year round basis.
		JAC and COD tourism demand help create opportunities for seasonal service that would not be supported by local demand only.	
3 - Air Service Demand	3.1 Passenger Trends in Wyoming	Compared to 2005, Wyoming's passengers have increased significantly, surpassing the national trend.	Most recently, Wyoming's passengers have declined while nationally passengers have increased.
		The percentage of international travel in Wyoming has steadily increased over the past 10 years.	A low percent origin for the state indicates a high likelihood of higher leisure travel versus business travel which can depress the average fare.
		Wyoming has strong visitor travel to JAC and COD creating seasonal opportunities.	Wyoming has the second smallest originating local market and the fourth smallest number of visitors by air.
	3.2 Passenger Trends by Wyoming Region	In the past 10 years, the Central, Northeast and Southwest regions showed passenger growth, with the highest percentage growth in the Central and Southwest regions.	From 2014 to 2015, all regions in Wyoming experienced declining passengers.
	3.3 Top Origin and Destination Markets	JAC, CPR, COD, GCC, RKS and LAR have shown strong growth in passengers over the past 10 years.	Year-over-year, seven out of 10 Wyoming airports had declining passengers.
		International growth to/from Wyoming has been strong across all international regions.	Canadian travel has declined from 2014 to 2015.
4 - Air Service Performance	4.1 Revenue and Fare Trends	Airline revenues and fares across the state of Wyoming have increased at a rate faster than the national average over the past 10 years.	Airline revenue has declined significantly at four of Wyoming's airports including RIW, CYS, WRL and SHR.

TABLE 7.1 SUMMARY OF SWOT DETERMINATIONS BY SECTION

SECTION	ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
	4.2 Load Factor Trends	Since 2009, Wyoming's average load factor has steadily increased reaching above 75 percent in 2013.	Wyoming's average load factor remains below the US national average.
		In individual city pairs at JAC, load factors are high indicating potential for additional capacity, including: JAC-Dallas, JAC-Atlanta, JAC-Chicago and JAC-Minneapolis.	With the exception of COD (second and third quarter) and CPR (first quarter), load factors declined in each of the quarters in 2015 compared to the same quarter in 2014 at every Wyoming airport.
	4.3 RASM Performance	American Airlines: JAC performed above the RASM average at Chicago and at the RASM average at Dallas, which likely led to increased service by American in 2016.	Allegiant Air: CPR performed below the RASM and load factor average putting the service at potential risk.
		Delta Air Lines: JAC performed at the RASM average at Atlanta and Seattle and above the RASM average at Los Angeles, while JAC, COD and CPR performed above average at Salt Lake City.	Delta Air Lines: JAC performed below the RASM average at Minneapolis while GCC performed below the RASM average at Salt Lake City.
		United Airlines: JAC, GCC and COD performed at the RASM average at Denver while CPR performed above the Denver RASM average. JAC performed above the RASM average at Chicago, Los Angeles, Newark and San Francisco.	Great Lakes Airlines: While all three Wyoming Great Lakes markets (CYS, RIW and SHR) performed above the RASM average at Denver, service in 2016 has been cut significantly.
			United Airlines: LAR and RKS performed below the RASM average at Denver while JAC performed below the RASM average at Houston.
5 - Airport Benchmarking	5.1 US Airport Comparison	LAR and GCC surpassed the national average in passenger growth since 2014.	Eight Wyoming airports were below the national average in passenger growth, with seven of the 10 airports experiencing declining passengers.
		Nationally, airline revenue remained steady while four Wyoming airports experienced growth including JAC, GCC, COD and LAR.	Five Wyoming airports experienced double digit declining airline revenue, including RKS, RIW, CYS, WRL and SHR.
		Nine of the 10 Wyoming airports had fare improvement, which helps airline profitability, while nationally fares decreased.	Seats decreased at five Wyoming airports while seats nationally increased 2 percent.

TABLE 7.1 SUMMARY OF SWOT DETERMINATIONS BY SECTION

SECTION	ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
		While departures decreased nationally by 2 percent, JAC, CPR and WRL benefitted from increased departures.	All but COD experienced declining load factors year-over-year while load factors increased marginally on a national level.
	5.2 Northwest Region Airports Comparison	While the Northwest average fare decreased 1 percent, nine of the 10 Wyoming airports experienced increasing fares which aided in several Wyoming airports having increasing revenue and yield despite passenger declines.	In general, the performance of the Wyoming airports was below the Northwest Region average with most Wyoming airports having decreasing passengers and revenue compared to an overall increase in the Northwest Region.
		Five of the Wyoming airports had increasing seats, at a rate higher than the Northwest Region average.	Wyoming airports averaged load factors much less than the Northwest Region average.
	5.3 Airline Comparison	American: JAC's load factor of 84 percent was at American's US system average and remained steady with significant increased capacity.	Allegiant: While seats and departures at CPR increased since 2014, revenue, fare and yield decreased significantly.
		Delta: JAC and CPR had increased seats year-over-year and improvement in revenue, fare and yield.	Delta: GCC, COD and RKS experienced declining seats and declining passengers and revenue year-over-year.
		United: GCC, RKS and LAR responded well with the significant increased capacity, with improvement in passengers and revenue.	Great Lakes: All four Wyoming airports experienced declining passengers and revenue year-over-year, similar to the overall Great Lakes system performance.
		United: All Wyoming airports except for CPR had strong year-over-year improvement in passengers and revenue for United, surpassing United's system average.	United: CPR, the only Wyoming airport to have year-over-year declines in seats and departures, also had declining passengers and revenue.
6 - Airline Situational Analysis	6.1 Major Network Airlines	Several new market opportunities exist for JAC for expanded service with American Airlines.	With the exception of JAC and possibly CPR, new airline opportunities were not identified with the major network airlines to hubs not currently served.
		JAC has service to nearly all of Delta's top hubs, with the exception of Detroit.	
		JAC has at least seasonal service to all of United's top hubs.	
	6.2 Low-Cost Airlines	There may be an opportunity for Alaska Airlines at JAC.	With the exception of JAC, no new airline opportunities were identified at Wyoming's commercial service airports for low-cost airlines.

TABLE 7.1 SUMMARY OF SWOT DETERMINATIONS BY SECTION

SECTION	ITEM	STRENGTH/ OPPORTUNITY	WEAKNESS/ THREAT
	6.3 Ultra Low-Cost Airlines	There is an opportunity for Allegiant to add to their existing CPR-Las Vegas service with the addition of Phoenix-Mesa.	With the exception of CPR, no new airline opportunities were identified at Wyoming's commercial service airports for ultra low-cost airlines.
	6.4 Regional Airlines	There is a strong opportunity for improved passenger growth at Wyoming's EAS airports with the replacement of Great Lakes Airlines' service with another regional carrier such as PenAir.	Great Lakes Airlines' operational issues have led to declining passengers in all of its markets, including Wyoming.
			SkyWest Airlines' reduction of 50-seat regional jet operations puts some Wyoming at risk.

7.2 Other Factors for Consideration

WYDOT has been very active in supporting air service development efforts across the state of Wyoming. The following subsections provide discussion on some of these efforts and factors that must be considered in moving forward with air service development efforts.

7.2.1 Air Service Enhancement Program

Wyoming's Air Service Enhancement Program (ASEP) was initiated in 2004 to assist Wyoming's 10 commercial service airports with retention and improvement of scheduled commercial air service. This program is fairly unique across the US providing state airports with the means to assist airlines with offsetting economic risk, particularly through minimum revenue guarantees.

In today's airline environment with significant competition for limited aircraft resources, airline incentives are common, especially for smaller commercial service airports like in Wyoming, to offset an airline's financial risk in a market. The role of the community and the state in air service initiatives cannot be over emphasized. It is common among smaller sized markets that the community, not the airline, takes the initiative. Smaller markets are generally higher risk than larger markets. Because non-hub and small-hub airports make up such a small share of an airlines' overall passenger volume, few marketing dollars are devoted by airlines to these markets. Communities seeking service improvements must convince airline decision makers not only that the market has the required passenger and revenue potential but that the community is committed to supporting the service to ensure success and is willing to share the airline's risk.

Airline incentives take many forms including airline revenue guarantees, cash payments, marketing support, airport fee waivers, facility improvements and travel banks. Air service development programs often include a mix of incentives that are provided to the target airline or in support of the desired airline service. **With the**

restrictions placed by the federal government on the use of airport-generated funds, the role of the ASEP from the Wyoming Aeronautics Commission is critical. Federal regulations limit the use of airport-generated revenue to expenditures associated with the operation of the airport. Within this limitation, an airport can use airport-generated revenue for conducting air service related research, air service proposals and marketing the airport's air service. However, airports are restricted from using airport revenue to pay for airline operating costs or fund minimum revenue guarantees. The regulations do allow airports to temporarily waive airport related fees (e.g., landing fees) in return for air service improvements. The federal restriction on the use of airport revenue often mandates the use of non-airport funds for sufficient airline incentive programs. This is where the ASEP plays an important role for Wyoming airports.

In fiscal year 2015 assistance by the ASEP included assisting COD with seasonal Chicago O'Hare service, GCC to Denver and Salt Lake City, JAC for expanded winter service to Newark and Washington Dulles, and RKS with Denver service. More recently, the Wyoming Aeronautics Commission approved an air service agreement in May 2016 expanding current service by Denver Air Connection between SHR and Denver to include RIW beginning July 1. The agreement provides $1.2 million in assistance from the ASEP for a one-year period, supplemented by local community funding.

Without the ASEP, it is likely that several of the air service retention and improvement successes would not have occurred. With the continued importance of airline incentive programs, it is highly recommended that the ASEP continue to be funded to support Wyoming's commercial service airports.

7.2.2 Wyoming Passenger Retention

WYDOT regularly conducts studies of passenger retention at Wyoming's airports. Passenger retention (i.e., passengers who use the local airport for air travel instead of using a competing airport to originate the air portion of their trip) is an important element in assessing airline opportunities. Passenger retention studies typically quantify the number of air travelers in the airport's catchment area that are using other airports. These travelers add to the number of existing passengers at the local airport, thereby assisting in showing support for new air service initiatives.

The studies conducted for WYDOT (through June 2014) indicate that passenger retention in Wyoming has approximated 39 percent for several years. Retention fluctuates significantly from airport-to-airport with the lowest retention at CYS and WRL (less than 10 percent) and the highest retention at CPR, COD and JAC (greater than 60 percent). From 2013 to 2014, retention decreased at all of the airports except COD and JAC. As Wyoming airports assess market opportunities through detailed route forecasts, passenger retention information should be taken into consideration.

7.3 Recommended Air Service Development Action Items

Air service development action items vary by airport depending on the performance of existing service at the airport as well as potential airline opportunities based on market demand. A brief narrative of recommended action items are provided for each of the Wyoming commercial service airports.

7.3.1 COD – Yellowstone Regional Airport

COD's air service is supported through the EAS program on a seasonal basis. SkyWest Airlines operates 50-seat regional jet aircraft with EAS subsidies between October and May while service for June through September is unsubsidized. The current contract expires in February 2018. **Based on current performance, COD is not currently at risk of losing EAS subsidies.**

Through calendar year 2015, COD's passengers have increased significantly since 2005 and continued to increase year-over-year since 2014. Airline revenue and fares also improved year-over-year with seats remaining flat. Load factors generally improved in the second and third quarters and worsened slightly quarter-over-quarter in the first and fourth quarters. RASM performance was strong at Salt Lake City, above Delta's average, and at United's average at Denver.

With capacity increases by Delta at Salt Lake City and United at Chicago O'Hare in 2016, passengers increased an additional 22 percent and revenue increased 9 percent from 2015 to 2016. While Denver and Chicago service has declined in 2017, Salt Lake City continues to grow but has resulted in a 7 percent scheduled decline in capacity in 2017 (as of June 2017). COD's focus should be on supporting existing service to ensure success and possibly return to 2016 service levels at Denver and Chicago. With aircraft upgrades, COD had some two-class regional jet service to Denver in 2016 but the aircraft is not scheduled for 2017 at this point in time. Chicago is scheduled with the CRJ-700 aircraft. It is possible that COD's Salt Lake City service on 50-seat regional jets may be upgraded to larger regional jets in the future, potentially requiring the market to respond to even more capacity.

7.3.2 CPR – Casper-Natrona County International Airport

Historically, CPR's passengers increased significantly with a percentage increase of 34 percent since 2005; however, results are down slightly with passengers decreasing from 2014 to 2015 by 1 percent. At the same time, fares increased 1 percent making airline revenue static year-over-year. Load factors in 2015 were down in all markets for the second and third quarters with the first quarter showing some improvement at Salt Lake City and Denver while the fourth quarter showed improved only at Salt Lake City. RASM performance was mixed with CPR below Allegiant's average at Las Vegas, but above Delta's average at Salt Lake City and above United's average at Denver.

From 2015 to 2016, CPR seats declined 14 percent and flights declined 15 percent with all carriers reducing service. Scheduled capacity continues to decline in 2017 (as of June 2017) with significant reductions by Allegiant offset partially by increased capacity by United at Denver with some use of CRJ-700 aircraft. United's 2017 additions at Denver should return capacity to 2015 levels. **CPR's focus should be on supporting existing service and improving load factors in all markets back to 2014 levels where possible.** Lower than average performance could result in additional declining service if the trends are not reversed. In addition, as 50-seat regional jets continue to be retired, CPR will likely need to be able to support the higher capacity regional jets, specifically at Salt Lake City as CPR has already received CRJ-700 aircraft at Denver. While the highest priority is supporting existing service, there is a potential for American Airlines to consider Phoenix-Sky Harbor service in the future based on current traffic levels.

7.3.3 CYS – Cheyenne Regional Airport

CYS service is provided by Great Lakes Airlines and has suffered under the pilot shortage issues plaguing regional airlines. CYS has experienced a significant decline in air service over the past five years with American Airlines pulling Dallas/Ft. Worth service in 2012 and Great Lakes reducing flights as well as seating capacity on their aircraft. CYS's passengers decreased 43 percent since 2014; however, fares increased 10 percent resulting in a decrease of 37 percent in airline revenue. Load factors fell sharply in each of the quarters in 2015 yet RASM performance was higher than average compared to other Great Lakes markets.

From 2015 to 2016, Great Lakes reduced scheduled service by an additional 23 percent. Calendar year 2017 is scheduled to be down an additional 52 percent (as of June 2017). CYS is in a very difficult situation. Great Lakes poor service performance has resulted in declining use of local air service. **Further analysis of the potential for re-introduction of Dallas/Fort Worth service or potentially another hub should be explored.** This effort would likely warrant significant financial incentives from the community to entice a regional jet operator to serve CYS.

7.3.4 GCC – Gillette-Campbell County Airport

Of the Wyoming airports, GCC had the highest increase in origin and destination passengers in 2015, increasing 11 percent since 2014. With a slight decrease in fares of 1 percent, revenue improved 10 percent year-over-year. Load factors were generally down in each quarter, with significant decreases in the second through fourth quarters for Delta at Salt Lake City. Overall load factors for Delta were in the 40 percentile range, which is very low for Delta. Load factors for United at Denver were down in the first and second quarters of 2015 but up in the third and fourth quarters. RASM performance for Delta at Salt Lake City was below Delta's average while RASM performance for United at Denver was at United's average.

From 2015 to 2016, scheduled capacity increased slightly overall with both Salt Lake City and Denver capacity up year-over-year. However, calendar year 2017 is currently scheduled to be down 6 percent overall, with Salt Lake City capacity down by 50 percent and Denver capacity up 18 percent. **The top priority for GCC is to focus on supporting existing service and improving performance to Denver and particularly Salt Lake City as load factors continue to be very low in both markets.** All service is now operated with the CRJ-200 aircraft with no turboprop aircraft operated in 2016 or 2017. Like other Wyoming markets, however, as GCC is operated solely with 50-seat regional jet aircraft, the market may need to absorb additional capacity as the smaller regional jets are replaced with larger regional jets.

7.3.5 JAC – Jackson Hole Airport

JAC, with the highest seat capacity and passengers of the Wyoming airports, had mixed performance year-over-year for the airlines in 2015. While overall passengers were down slightly from 2014 to 2015 by 2 percent (on 3 percent seat growth), fares increased 6 percent leading to airline revenue growth of 4 percent. On a load factor basis, on average loads were down in each of the quarters of 2015; however, there was strong load factor improvement in some individual markets like American-Chicago O'Hare and United-San Francisco. RASM performance was also mixed with JAC's RASM above average for American at Chicago O'Hare, Delta at Los Angeles and Salt Lake City, and United at Chicago O'Hare, Los Angeles, Newark and San Francisco. RASM was at American's Dallas/Ft. Worth average, Delta's Atlanta and Seattle average, and United's Denver average. However, JAC's RASM was below average for Delta at Minneapolis and United at Houston Intercontinental.

The generally strong RASM performance was likely a contributor to the increased capacity in 2016 with scheduled capacity increasing 11 percent overall. The increased capacity led to a 9 percent increase in onboard passengers from 2015 to 2016 but a slight decrease in the average load factor for each carrier. Capacity is scheduled to

increase an additional 3 percent in 2017 (as of June 2017). **The most likely air service improvements at JAC will come through expanded seasonal service or larger gauge aircraft to existing markets.**

Strong summer and winter seasonality creates opportunities for additional seasonal service at JAC. Top opportunities at this point in time are with American, including Philadelphia, Washington National, New York LaGuardia and New York Kennedy. Other airline opportunities potentially include Alaska Airlines or Frontier Airlines service; however, any new service opportunities should be explored further through detailed route forecasts prior to soliciting service from an airline.

7.3.6 LAR – Laramie Regional Airport

LAR's SkyWest Airlines service to Denver is supported by the EAS program. The contract was renewed in October 2016 and expires in September 2018. **Based on current performance, LAR is not currently at risk of losing EAS subsidies.**

With the replacement of Great Lakes service with SkyWest, capacity increased 16 percent by 2015 over the past five years. With the improved service, passengers increased 74 percent since 2010 and continued to increase since 2014 by 6 percent. With a 10 percent increase in fares, airline revenue increased 16 percent. However, passengers could not keep up with the 38 percent increase in capacity year-over-year since 2014, leading to declining load factors in each quarter of 2015. LAR performed below the Denver hub average on a RASM basis without taking into account EAS subsidies received by SkyWest.

In 2016, scheduled capacity increased 3 percent and onboard passengers increased 12 percent. Capacity for 2017 is flat; however, LAR should continue to focus on supporting existing service to ensure continued success.

7.3.7 RIW – Riverton Regional Airport

Like CYS, RIW has experienced significant declining air service by Great Lakes. Since 2014, passengers declined 56 percent on a 17 percent decline in seats. With a 14 percent fare increase, airline revenue declined 49 percent. Load factors improved or remained steady in the first and second quarters but declined significantly in the third and fourth quarters of 2015; however, on a RASM basis, RIW performed well above Great Lakes average at Denver.

In 2016, Great lakes reduced capacity by an additional 44 percent driving a 35 percent decrease in onboard passengers. In 2017, capacity is scheduled to decline 3 percent. On July 1, 2016, Denver Air Connection with the assistance of the ASEP began RIW service to Denver. While not reflected in the scheduling system through Diio (Part 380 public charter), this service provides additional seats to Denver to help restore some of the air service to the community. RIW should continue to focus on educating the community on the new service and procedures for Denver Air Connection passengers in Denver to get through security (passengers are shuttled via bus to the main terminal and must proceed through Denver's security).

7.3.8 RKS – Rock Springs-Sweetwater County Airport

In 2015, Delta ceased service at RKS leaving United as the sole operator at RKS to Denver with 50-seat regional jet aircraft. Capacity dropped from 2014 to 2015 by 32 percent. With the drop in seats, passengers dropped 16 percent and airline revenue declined 15 percent with a 1 percent increase in fares. United's Denver service operated at load factors in the 50 percentile range, decreasing in every quarter in 2015 from 2014 levels except for the third quarter. On a RASM basis, RKS performed below the Denver average. In 2016, capacity declined an additional 6 percent; however, 2017 will see a slight 2 percent improvement of over 2016 (as of June 2017) with all flights operated with the CRJ-200 aircraft.

RKS should focus on improving load factor and RASM trends for the Denver service. Load factors are low compared to the regional jet average, ending at a lower load factor percentage in 2016 (48 percent) than in 2015 (51 percent). This is particularly important as 50-seat regional jets are retired and United looks to upgrade markets to the larger aircraft.

7.3.9 SHR – Sheridan County Airport

SHR lost scheduled commercial air service in March 2015. The Sheridan Critical Air Service Team proactively worked toward regaining air service to the community and, in November 2015, Denver Air Connection, a public charter company based out of Centennial, CO, began service. Daily service is provided to Denver with 30-seat Dornier jet aircraft. Success can lead to future improvements, therefore **SHR should stay focused on this service to continue to rebuild commercial air service to the community.**

7.3.10 WRL – Worland Municipal Airport

WRL's Great Lakes service to Denver was supported under the EAS program. All service to Denver was provided one-stop over CYS and RIW. The WRL contract expired in September 2016**. Due to passenger subsidy levels above the $1,000 per passenger cap, WRL's subsidies were at risk and the DOT issued a show-cause order termination notice.** Local and state organizations objected to the termination notice, but the final order was issued by the US DOT terminating EAS eligibility. WRL's recommended steps moving forward are limited as EAS is often considered a last resort for financial sustainability.

Appendix A. Glossary

Airport catchment area (ACA)
The geographic area surrounding an airport from which that airport can reasonably expect to draw passenger traffic. The airport catchment area is sometimes called the service area.

Airport codes

ATL..... Atlanta, GA
AZA ..... Phoenix (Mesa), AZ
BOS..... Boston, MA
COD ..... Cody, WY
CPR ..... Casper, WY
CYS ..... Cheyenne, WY
DAL ..... Dallas (Love Field), TX
DCA..... Washington (National), DC
DEN .....Denver, CO
DFW .....Dallas (Fort Worth), TX
EWR ..... Newark, NJ
GCC ..... Gillette, WY
HOU ..... Houston (Hobby), TX
IAD .....Washington (Dulles), DC
IAH .....Houston (Intercontinental), TX
JAC ..... Jackson, WY
JFK ..... New York (Kennedy), NY
LAR .....Laramie, WY
LAS ..... Las Vegas, NV
LAX .....Los Angeles, CA
LGA ..... New York (La Guardia), NY
MCO ..... Orlando (International), FL
MDW ..... Chicago (Midway), IL
MSP..... Minneapolis, MN
ORD .....Chicago (O'Hare), IL
PHX.....Phoenix (Sky Harbor), AZ
RIW ..... Riverton, WY
RKS..... Rock Springs, WY
SEA.....Seattle-Tacoma, WA
SFB ..... Orlando (Sanford), FL
SFO..... San Francisco, CA
SHR..... Sheridan, WY
SLC .....Salt Lake City, UT
WRL ..... Worland, WY

Airline revenue guarantee
Type of incentive used to bring new air service into a community. The airline is guaranteed it will generate a specified amount of revenue from ticket sales associated with the new service. If the airline does not meet the target revenue, the local entity providing the guarantee makes a cash payment to the airline for the shortfall.

ASMR
Acronym for the Air Service Market Research report.

At-risk flying
A type of marketing agreement where a regional airline flies a city-pair route at its own expense with no guaranteed payment and assumes all the risk of success or failure, often involving a revenue-sharing agreement with a major airline.

Average airfare
The average of the airfares reported by the airlines to the US DOT. The average airfare does not include taxes or passenger facility charges and represents one-half of a roundtrip ticket (one-way).

CY
Abbreviation for calendar year.

Destination airport
Any airport where the air traveler spends four hours or more. This is the FAA definition.

Diversion
Passengers who do not use the local airport for air travel, but instead use a competing airport to originate the air portion of their trip.

Enplanement
A passenger boarding a commercial aircraft.

Essential Air Service (EAS)
Government subsidized airline service to rural areas of the US for communities that had air service prior to the Airline Deregulation Act of 1978, but subsequently lost air service.

FAA
Acronym for the Federal Aviation Administration.

Hub
An airport used by an airline as a transfer point to get passengers to their intended destination. It is part of a hub and spoke model. Also an airport classification system used by the FAA (e.g., non-hub, small hub, medium hub, and large hub.

Initiated (origin) passengers
Origin and destination passengers who began their trip from within the catchment area.

Itinerary miles
Average total flight miles.

Large hub
An airport with one percent or more of total US annual passenger boardings.

Legacy airline
The category assigned to the six large hub and spoke airlines with nationwide route networks.

Load factor
The percentage of airplane capacity that is used by passengers.

Local market size
Represents the number of travelers between a specific origin and destination.

Low-cost airline
A category of airlines that has emerged since deregulation which offer low fares, minimal amenities, and serve primarily high volume markets.

Medium hub
A hub with at least 0.25 percent but less than one percent of total US annual passenger boardings.

Narrow body aircraft
A jet aircraft with a single aisle designed for seating over 100 passengers.

Network carrier
The category assigned to the large hub and spoke airlines with nationwide route networks.

Non-hub
An airport with more than 10,000 but less than 0.05 percent of the total US annual passenger boardings.

Nonstop flight
Air travel between two points without stopping at an intermediate airport.

Northwest Region
Northwest Region includes the states of Colorado, Idaho, Montana, Oregon, Utah, Washington and Wyoming.

Onboard passengers
The number of passengers transported on one flight segment.

Origin and destination (O&D) passengers
Includes all originating and destination passengers. In this report, it describes the passengers arriving and departing an airport.

Originating airport
The airport used by an air traveler for the first enplanement of a commercial air flight.

Passenger Facility Charge
Fee imposed by airports of $1 to $4.50 on enplaning passengers. The fees are used by airports to fund FAA approved airport improvement projects.

Pax
Abbreviation for passengers.

PDEW
Abbreviation for passengers daily each way.

Point-to-point
Nonstop service that does not stop at an airline's hub and whose primary purpose is to carry local traffic rather than connecting traffic.

RASM
Acronym for Revenue per Available Seat Mile, also referred to as unit revenue. Available seat-miles are aircraft miles flown on each flight multiplied by the seat capacity available for sale. Passenger revenue is the number of paying passengers flown multiplied by the fare they paid.

Regional airline
Airlines that specialize in serving smaller markets with smaller aircraft normally in association with a larger airline.

Regional jet
A jet aircraft with a single aisle designed for seating fewer than 100 passengers.

Retained passengers (retention)
Passengers who use the local airport for air travel instead of using a competing airport to originate the air portion of their trip.

Scheduled air service
Flights provided between cities at pre-planned departure and arrival times.

Small hub
An airport with at least 0.05 but less than 0.25 percent of the total US passenger annual boardings.

Stage length
Distance of itinerary nonstop leg.

SWOT
Acronym for strengths, weaknesses, opportunities and threats.

True market
The true market is the total number of air travelers, including those who are using a competing airport, in the geographic area served by the local airport. The true market estimate includes the size of the total market as well as estimates for specific destinations.

Turboprop aircraft
A type of engine that uses a jet engine to turn a propeller. Turboprops are often used on regional and business aircraft because of their relative efficiency at speeds slower than, and altitudes lower than, those of a typical jet.

US DOT
Acronym for United States Department of Transportation.

WYDOT
Acronym for the Wyoming Department of Transportation.

Yield
Yield is calculated by dividing total revenue by total itinerary miles.

YOY
Acronym for Year over Year.

WYDOT
AERONAUTICS